

FINANCIAL TIMES

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D 8523 A

Dustbowl memories haunt the US economy, Page 8

Austria	\$422	Iceland	Rs3120	Portugal	Ecu120
Belgium	Dfls.650	Iraq	Rs330	S. Africa	Rsd7.00
Belgium	BF148	Italy	L1700	Spain	Esq1.10
Canada	C\$3.00	Jordan	Y500	Sri Lanka	Rsd4.45
Cyprus	£1.00	Korea	Fls1.00	Tunisia	Rsd3.00
Denmark	Dkr10.00	Kosovo	Fls500	Venezuela	Rsd1.70
Egypt	£52.25	Lithuania	£1125.00	Yugoslavia	Rsd2.30
Finland	Fmk7.00	Latvia	MT555		
France	FF16.50	Malta	Rs150	Thailand	Baht50
Germany	DM10.00	Morocco	Rs100	Turkey	TL1.00
Greece	Dr12.00	Morocco	DMs.50		
Hong Kong	HK\$22	Morocco	Fls10.00	UAE	Dir.50
India	Rs15	Norway	Rs20.00	USA	\$1.00

World News

Bush to address UN on Airbus disaster

US Vice-President George Bush was to attend today's UN Security Council debate on the Iran-Iraq air disaster. Mr Bush was expected to defend the US actions and add weight to a renewed effort to reach a ceasefire between Iran and Iraq in the eight-year-old Gulf war.

Baghdad Radio, monitored in Nicosia, reported that Iraqi forces, who have recaptured Iraqi-held territory in southern Iraq, in recent battles, punched across the border with Iran and seized the west Iran city of Dehloran, 50km east of the border. Page 16.

Secessionists overruled
The Azerbaijan authorities overruled a vote by the local council of Nagorno-Karabakh to leave Azerbaijan and join the neighbouring Soviet republic of Armenia. Soviet television said a number of arms had been seized in the enclave. Page 16.

Heli-copter ditches

A cool pilot aviated another North Sea disaster when he ditched his oilfield supply heli-copter off Shetland after an engine caught fire. The 19 passengers and two crew, all female, were plucked from a life raft within 30 minutes and taken to safety.

Spanish nuclear leak

Spanish authorities ordered a state of alert after a leak at the Almaria nuclear power plant in Caceres province.

Greek air dispute off

Greek air traffic controllers, who had been refusing to set or sleep since Monday, reached agreement with the Transport Ministry on pay and conditions.

French wealth tax

Proposals by the French Government to restore wealth tax and create a minimum income are likely to get a bumpy ride when they are debated in Parliament in September. Page 2.

Vietnam peace talks

Vietnam said it would attend planned peace talks on Kampuchea only if the ground rules previously agreed were unchanged. Refugee talk. Page 2.

Peru general strike

The Communist-led General Confederation of Workers of Peru, the largest union group, called for a two-day general strike against "starvation policies" on July 18.

Indian rocket fails

India's second attempt to launch a satellite into space failed when the rocket crashed less than four minutes after take-off.

Greece gives US notice

Athens served written notice of its intention to renounce the current agreement authorising US bases in Greece. Page 2.

Austria hesitates on EC

Chancellor Franz Vranitzky played down suggestions that Austria was intending to apply next year to join the EC. Page 2.

Refugees flood Malawi

More than 600,000 people have entered Malawi since 1986 to escape fighting in Mozambique, according to the UN High Commissioner for Refugees.

Taiwan reshuffle likely

A cabinet reshuffle was expected in Taiwan following a poor showing by Government figures in elections to the Central Committee of the Nationalist Party.

Black leaders give a lukewarm welcome to Lloyd Bentsen

Black leaders gave a lukewarm welcome to Lloyd Bentsen, appointed on Tuesday as Democratic vice-presidential candidate in the US elections. Page 4.

Business Summary

Murdoch moves into the bible market

RUPERT MURDOCH, the Australian-born publisher whose tabloid newspapers feature among the rarer titles on the world's newsstands, is moving into the US bible and Christian book market. Harper & Row Publishers, owned jointly by Mr Murdoch's News Corporation and its William Collins affiliate of the UK, has agreed to buy Zondervan, the largest US publisher of Christian books, for \$13.50 per share or a total of \$64m. Page 17.

WORLDWIDE shortage of cymide will slow the boom in gold production until increased capacity comes on stream in six months. Smaller producers in Australia and the US are particularly hard hit, but some major gold expansion projects are also being held back. Page 4.

ZINC: Prices continued this week's downward trend in erratic afternoon trading on the LME following news that the Belgian pro-

Fed chief says US to grow faster but warns on inflation

BY ANTHONY HARRIS IN WASHINGTON

THE US ECONOMY is now reaching the limits of capacity, and Federal Reserve policy "might be well advised to err on the side of restrictiveness," Mr Alan Greenspan, the Fed Chairman, told the Senate Finance Committee yesterday.

Mr Greenspan said that the Fed governors had raised their growth expectations for this year to 2.4 per cent, half a point higher than last February, but that rising capacity utilisation and "some signs" of wage acceleration argued for caution.

Policy had already been tightened progressively since the end of March, but he warned that policy must still guard against the dangers of an inflationary spiral resulting from labour market strain, or from "needed adjustments" in import or farm product prices. The Federal Open Market Committee had therefore tentatively decided to reduce target range for monetary growth next year, by full point for M2 and by half a point for M3.

There would still be no target for M1, whose growth remained strongly distorted by financial market innovations, and while the Fed had been studying other monetary indicators intensively, including the monetary base, it was not intending to target any such measure, because of problems in interpreting them.

The high level of currency holdings suggests that vast, indeterminate amounts of US currency circulate or are hoarded



Greenspan: warning on corporate rate debt

beyond our borders," he explained. "Indeed, over the last 18 months currency circulation has grown noticeably faster than would have been expected."

Mr Greenspan said that the adjustment of the US balance of payments was now well established, but warned that the monthly trade figures were likely to prove erratic.

He said that US exchange rate policy was aimed at stability, but he questioned the value of fixed target ranges for exchange rate policy. These might prove destabilising, he said.

(The Federal Reserve had in fact to intervene in the currency markets yesterday to damp a strong rise in the dollar when

dealers interpreted a speech by another Fed Governor, Mr Wayne Angell, as a sign that the Fed would not resist market forces.)

Mr Greenspan's statement on monetary policy, a presentation made every six months under the Humphrey-Hawkins Act, was clearly designed to counter fears that the Fed might be permissive in an election year - fears which were strongly expressed by the Senate Banking Committee Chairman, Sen William Proxmire, in his introduction to the hearings.

"Huge accumulations of debt make our financial system quite fragile," he said. "All appears calm at the moment. I fear that calm is momentary. What will happen when the next disappointing trade number is announced? What will happen when when investors begin to reallocate their assets later this summer, trying to beat the market before the next Administration changes the course of policy?"

"What I fear is that the overhang of problems, and the election, might lead the Fed to be insufficiently strong in fighting inflation. Avoiding the battle against an overheating economy will prove very costly and painful, just as it was in the early 1980s."

However, Sen Proxmire gave Mr Greenspan high marks for his past conduct of monetary policy.

(The Federal Reserve had in fact to intervene in the currency markets yesterday to damp a strong rise in the dollar when

Analysis, Page 4

Hungary's Central Committee opens doors to Glasnost

By Leslie Collet in Berlin

ANOTHER milestone was reached in East European glasnost yesterday when the normally reclusive Central Committee of the Hungarian Communist Party exposed itself, at least partially, to coverage by Hungarian radio and television.

The openness was part of a new policy launched by Hungary's leader, Mr Karoly Grosz, who has given an innumerable interviews since he rose to power in May. He wants to involve the population in a dialogue on important economic and political issues at a time of serious economic difficulties.

The Central Committee met to discuss two economic plans, one of which was to be adopted to help reform the stagnating economy.

Plan A was for a harsh austerity programme involving the closure of highly subsidised loss-making factories which would result in as many as 100,000 unemployed next year (current unemployment is nearly 30,000).

It would also mean further reductions of consumer subsidies leading to more than 15 per cent inflation and a further devaluation of the Hungarian forint.

Plan B was for more modest company shut-downs leading to 50,000 unemployed, no more than 15 per cent inflation and no devaluation of the currency. The party leadership openly favoured the tougher plan and said it offered the only hope of overcoming the economic malaise.

In a difficult interview this week, Mr Grosz said the nation faced "difficult times" and that it could take 15 years before the economic reforms produced the desired results.

Hungarian radio for the first time broadcast a summary of the proceedings at noon and television presented more than an hour of the debates in the evening.

The proposed belt-tightening by the authorities in Budapest comes after the Polish Government's plan to raise prices led to nationwide wave of strikes last April and May.

Mr Grosz is seeking to avoid such unrest in Hungary by informing the population of the economic alternatives and holding out the prospect of further political liberalisation.

The Central Committee yesterday also discussed a proposed bill on the right of association which could legalise a recently founded independent trade union and an independent youth organisation provided they are not seen as political movements.

UK to reopen Rover talks with Brussels

By WILL DAWKINS IN BRUSSELS AND PETER RIDDELL AND KEVIN DONE IN LONDON

UK GOVERNMENT officials are due to announce the agreement to Parliament.

Lord Young told the House of Lords - Britain's upper house of Parliament - that until lunchtime yesterday it had appeared BAE was prepared to accept terms involving an effective reduction in the amount of cash injected into Rover from the British Government - from £300m to £547m - with the sale price remaining at £150m, coupled with relaxations in the tax conditions.

However, he said, "at the last minute, the company has asked for more time to consider the implications of other conditions attached to the Commission decision."

There was no official confirmation of the nature of the difficulty, but there were suggestions at Westminster that BAE had doubts about the Commission's desire to monitor the deal at six-monthly intervals, and possibly to require changes. The conditions are said to refer to the elimination of excess capacity.

Neither Lord Young, nor Mr Kenneth Clarke, the UK Industry Minister, were prepared to explain these "other conditions" in the House of Commons. Mr Clarke said the delay did not affect either the total price or the change in the use of tax losses.

However, Mr Clarke said he did not regard the points as "either important or material" and was "puzzled and surprised" about this final snag which was not significant.

Ministers did not disguise their irritation with BAE's attitude, particularly given the lengthy talks with Mr Peter Sutherland, the European competition commissioner.

Angola peace hopes rise

BY MICHAEL HOLMAN, AFRICA EDITOR

AN END to the 13-year war in Angola and independence comes after the Polish Government's plan to raise prices led to a nationwide wave of strikes last April and May.

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Editorial comment</h3

EUROPEAN NEWS

Paris sets stage for battle over tax and benefits

BY GEORGE GRAHAM IN PARIS

THE FRENCH cabinet yesterday agreed on twin Bills to be put before parliament in September, simultaneously restoring the wealth tax abolished two years ago and creating a new minimum social income for the poorest households.

The legislation is far from unanimously applauded, even within the Government of Mr Michel Rocard, and the Bills are expected to be fiercely debated in parliament.

The remodeled wealth tax is expected to raise around Fr10bn, with a levy of 0.5 per cent on fortunes of FF1m (£280,000) rising to 0.9 per cent on fortunes above FF12.5m.

The Finance Minister himself had originally favoured a lower rate on a wider taxable base, while Mr Pierre Maheuguer, the Finance Minister, argued for the restoration of a tax closely modelled on that abolished in 1986 by the right wing Government of Mr Jacques Chirac, with a narrower base but rates rising to 2 per cent.

The compromise tax will cover only around two-thirds of the cost of the new minimum income, and is viewed as too heavy by many in Mr Rocard's Socialist Party, as well as by the Communists who could end up holding the balance in France's hung parliament.

Mr Rocard can only count on 276 votes in the assembly, 12 short of an absolute majority, and may therefore have to choose

between the Communists and the centrists, who have for their part demanded substantial changes to yesterday's Bill as a condition for their support.

Mr Pierre Maheuguer, leader of the centrist group, said yesterday that the reintroduction of the wealth tax must form part of an overhaul of France's other property and inheritance taxes, proposing in particular that the wealth tax should be viewed as a down-payment on eventual inheritance tax.

The debate on the wealth tax is expected to prove a test case for Mr Rocard's wish for a permanent, often little more than a rubber stamp in the French political system, to play a more active role in the framing of legislation, with a substantial number of amendments likely to be proposed by both the right and the left.

The minimum income is similar to the UK's supplementary benefit but it is tied to a programme which is supposed to help integrate people into society through professional training, work experience or even literacy classes.

If it evades less political controversy but it is, nevertheless, being disputed by specialists because of uncertainty on how it will be applied.

The Bill proposes a payment of FF2,000 (£190) a month to a single person or FF3,000 to a couple, plus FF1,000 for each dependent, and is expected to affect around 500,000 people.

Athens gives the US notice to quit bases

BY ANDRIANA IERODIACONOU IN ATHENS

GREECE YESTERDAY stepped up the pressure in negotiations with the US for a new agreement on the operation of the four American military bases here, by serving Washington written notice of its intention to renounce the current bases agreement when its five-year duration expires next December.

If Athens were to implement this notice, then the US would have 17 months from that date to dismantle the bases and pull out its several thousand personnel.

However, such implementation is

by no means foregone, a fact which renders yesterday's move largely a tactical one.

Greece and the US, which began negotiations for a new Defence and Economic Co-operation Agreement (DECA) 11 months ago, are scheduled to continue these in new rounds of talks at the end of July and next September.

The US side is apparently still sanguine that an accord extending the bases' tenure can be reached by the end of the year. In Washington, US officials con-

firmed that talks would continue and said the atmosphere in the negotiations had been good.

Yesterday's notice was not a surprise since the Greek Government had let it be known for some time that barring the successful conclusion of negotiations by July, it intended to abide by article 12 of the current agreement, which prescribes a five-month advance notice of an intention by either side to renounce the agreement.

The timing of the move, however, is not likely to do much for Greece's image in the US, which received a blow this week with the terrorist attack against the cruise ship City of Puro.

Greek officials do not rule out signing a new DECA, provided they judge it to serve "national interests". To this end, one of Athens' key demands in the negotiations has been for a sort of guarantee of Greek interests against a perceived threat from Turkey in the Aegean.

A formula not specifically naming Turkey but asserting US support for Greece's territorial integrity, possibly through the reiteration of existing commitments such as to the United Nations charter or the Helsinki Agreement, is likely.

The Socialist Government came to power in 1981 on a platform of closing down the "bases of death".

This slogan was set aside in signing a new five-year DECA in 1983, in exchange for an American commitment to maintain a balance in military aid to Greece and Turkey. The standard ratio is 7 to 10. This year Greece stands to receive \$45m in military aid.

Top Basque policeman held over GAL role

BY ANDRIANA IERODIACONOU

A MADRID judge yesterday ordered the detention of a senior Basque policeman, without the option of bail, after accusing him and a junior officer of organizing a secret war on Basque rebels suspected to be members of the separatist terrorist organization ETA.

Mr Jose Amado, a deputy commissioner of police in Bilbao, and Mr Michel Dominguez, an inspector, may face a long wait in prison before coming to trial.

The move is very serious for the Madrid Government because the two men may now be persuaded to explain their role in the shadowy anti-terrorist group GAL, which the judge, Mr Baltasar Garzon, suspects has been financed by a secret fund at the Interior Ministry.

Mr Garzon indicated the two men, who appear to be the principal organizers of GAL, for helping members of an armed band, six attempted murders and three acts of terrorism.

The two men have been named by captured GAL members in Portugal and France. GAL is said to have killed 23 people between 1983 and 1986.

The judge's decision to jail the two men reflects his frustration at the refusal of the departing Interior Minister, Mr Jose Barrionuevo (he has been reshuffled to Transport), to say whether the Government has helped fund GAL and whether secret funds may be helped and released, but it is clear the Government and the Court are now in conflict.

Meanwhile, Basque police appear to have scored a major success against ETA, virtually destroying the organisation's so-called "Domest" command.

The leadership, which police said, had been arrested in the past three days. The authorities had also found weapons and details of planned attacks on a naval ceremony in San Sebastian this Saturday, attacks on the civil government of Guipuzcoa and the random murder of Basque gypsies, whom ETA accuse of drug dealing.

Two groups claim Greek ship attack

BY ANDRIANA IERODIACONOU

A HITHERTO UNKNOWN group claimed responsibility in Beirut yesterday for Monday's terrorist attack on the Greek tourist ship City of Puro, in which nine people were killed.

Security investigations have indicated that the killers could have boarded the ship either at its point of departure from Athens or at any of its three island stops. At least one terrorist, a woman, was said yesterday to have escaped from hospital in Piraeus where she had been transferred unrecognized.

Security measures on long-haul cruises normally involve a two-tier check by both a private security company and the port security authorities.

Mr Nikos Skoulas, the Greek Tourism Minister, said yesterday that Greek shipping companies were applying to one-day voyages the same stringent security measures as on longer cruises.

It has been widely acknowledged that the lack of security on a secure destination.

Austrian Chancellor plays down EC membership speculation

By Judy Dempsey in Vienna

SUGGESTIONS that the Austrian Government was intending to apply formally next year to join the European Community, with a substantial number of amendments likely to be proposed by both the right and the left.

The minimum income is similar to the UK's supplementary benefit but it is tied to a programme which is supposed to help integrate people into society through professional training, work experience or even literacy classes.

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Vranitzky: questions remain

Austria's trade unions, meanwhile, meeting earlier this week, have postponed a decision on whether to support full membership.

ship. Mr Franz Vranitzky, their chairman, backed closer cooperation and integration with the EC, but like the Chancellor, discouraged any suggestion that membership could be achieved with few problems.

• Five EC importers have signed an unprecedented contract with Palestinians in the Israeli-occupied Gaza Strip to ship 16,000 tons of citrus directly to the EC. The contract tests a recent Israeli undertaking to permit Palestinians to export produce to the EC independently. Sir Mass van den Top, head of the Dutch Central Community Board for Arab Products, said yesterday.

Mr Van den Top said the deal still needed an export licence from Israel to go through.

Israel has, until now, forced Palestinians to sell fruit to Europe through Israeli marketing boards.

short-haul voyages facilitated Monday's terrorist attack on the City of Puro pleasure boat in which nine people died.

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Gorbachev seeks support for policies on shopfloor

BY CHRISTOPHER BOBINSKI IN SZCZECIN

THE SOVIET leader, Mr Mikhail Gorbachev, yesterday told Polish shipyard workers in Szczecin that his reform policies would fail unless they won the support of the shopfloor. At the same time, some employees at a major engineering plant in the south-east went on strike in support of sacked colleagues.

Mr Gorbachev was speaking at the Wiatki yard in Szczecin, a Baltic port which was formerly a stronghold of Solidarnosc, the banned trade union, and now at the centre of a dispute with East German workers.

The Soviet leader, following a speech last night, said that workers would have to come to terms with growing wage differentials.

Meanwhile, opposition activists reported that three production departments at the Stalowa Wola factory, grouping a third of the 16,000 employees, stopped work yesterday in support of sacked colleagues who were sacked after leading a strike there in April.

A dispute with East Germany started four years ago, when that country unilaterally extended its

territorial waters from four to 12 miles, leading to behind-the-scenes acrimony.

But General Wojciech Jaruzelski, the Polish leader, also skirted it in his speech yesterday, saying that "Poland lives in accord with its neighbour, East Germany."

He also told the shipyard workers that bankruptcies lay ahead for loss-making companies and that workers would have to come to terms with growing wage differentials.

Meanwhile, opposition activists reported that three production departments at the Stalowa Wola factory, grouping a third of the 16,000 employees, stopped work yesterday in support of sacked colleagues who were sacked after leading a strike there in April.

The enterprise is a strategically sensitive one, incorporating a steel-making unit as well as production departments mostly devoted to defence work.

A dispute with East Germany started four years ago, when that country unilaterally extended its

Soviet citizens to get bank loans - at bargain rates

BY QUENTIN PEEL IN MOSCOW

PERSONAL bank loans for Soviet citizens are being introduced as the latest innovation of Mr Mikhail Gorbachev's economic reforms - and at rates of interest which would be the envy of Western borrowers.

An initial experiment in half a dozen Soviet towns and county districts is now to be expanded to Moscow and other areas, according to Mr Mikhail Kakhnichov, deputy chairman of Sberbank, the Soviet savings bank.

The new deal follows the introduction last January of cheques for savings bank customers - although that habit has proved very slow to catch on, because Soviet shops have been unwilling to accept anything less than hard cash in exchange for their scarce goods.

The same scepticism seems likely to greet the new loans, for the one commodity of which there is no shortage in the Soviet economy is cash. The problem is to find enough consumer goods to spend it on.

The newspaper Sovetskaya Sozialisticheskaya Industriya ran an article on the subject only yesterday, under the headline: Only money is not

in short supply.

Mr Kakhnichov insisted, however, that his bank had received many letters asking for personal loans to be introduced.

Officially, they will be available only for "emergency needs": although the newspaper Moscow News claimed yesterday that the bank did not require precise details of the use.

A borrower will be limited to a maximum sum of Rs2,000 (£1,800) or the equivalent of eight months' wages, repayable over three years.

Mr Kakhnichov warned that they would be, for a Soviet citizen, "somewhat expensive": an interest rate of 6 per cent payable in the first year, rising to 7 per cent in the second, and 8 per cent in the final year.

"We want to see how the people here will react," he said.

The next innovation promised in personalised Soviet banking is the introduction of the credit card. However, given the unpopularity of personal cheques, that also seems destined to a slow take-off, with only the major Moscow department stores able to accept them.

It was given more power than previous bodies, including the authority to call witnesses and request investigators' reports, although parliament threw out proposals allowing it to arrest witnesses who refused to testify.

The leaders of organised crime have staged a counter-offensive since nearly 340 gangsters were sentenced to long jail terms at a mass trial in the Sicilian city of Palermo last December.

Victims of the violence include a former mayor of Palermo and a policeman.

New post for L'Unità director

A LEADING opposition Communist was yesterday named to head a new Italian parliamentary commission on organised crime.

Senator Gerardo Chiaromonte, a member of parliament since 1983 and outgoing director of the Communist Party newspaper L'Unità, was appointed chairman of the commission by the presidents of the Senate (upper house) and Chamber of Deputies.

The new 20-member commission was set up in March following appeals from political leaders in Sicily for a national drive to crack down on a resurgence of violence from organised crime.

It was given more power than previous bodies, including the authority to call witnesses and request investigators' reports, although parliament threw out proposals allowing it to arrest witnesses who refused to testify.

The leaders of organised crime have staged a counter-offensive since nearly 340 gangsters were sentenced to long jail terms at a mass trial in the Sicilian city of Palermo last December.

He was speaking to a business audience at the Banca di Roma in the Italian capital.

Amato calls for deficit cut

ITALY must take rapid action to cut the public deficit, and could face a serious financial crisis if measures are not implemented soon, Mr Giuliano Amato, treasury Minister, said yesterday.

Mr Amato said failure to control the deficit would hit economic development and employment.

He was speaking to a business audience at the Banca di Roma in the Italian capital.

Hilary Barnes reports on the foreign debt trap closing on Denmark

Schlüter shoulders a heavy burden

BY HILARY BARNES IN COPENHAGEN

TIGHTEN fiscal policy and do it soon, was the unpalatable advice which faced Prime Minister Poul Schlüter's new three-party coalition government last month from the three academics who make up the chairman of the Economic Advisory Council.

This was extraordinary advice in view of the chairman's forecasts that domestic demand, which declined in 1987, will fall again in both 1988 and 1989, while unemployment rises.

But the economic problems which face Prime Minister Schlüter's new government, until the burden of financing the foreign debt becomes still heavier than it is.

According to this scenario, in a few years Denmark will be forced to go to the International Monetary Fund for assistance ("Never" says Mr Schlüter emphatically), which will give the government of the day the alibi it lacks at present for radical changes in economic policy. These, to echo Mr Knud Andersen, senior specialist on the Nordic committee for the Organisation for Economic Co-operation and Development, might include wage cuts, longer working

hours and an absolute reduction in the size of the public sector.

This is not to suggest that this or previous governments have not tried to bring matters under control. They have tried, sometimes with considerable but partial, success.

One problem seems to be that weak governments and a divided Folketing are no match for the pressure groups, including the trade unions, which take the economy two steps back every time the Government achieves one step forward.

Last year, for example, the unions won a cut in the working week from 40 hours in 1987 to 37 hours in 1989. This contributed to an 11 per cent increase in wage costs last year, as well as giving rise to the quip that the Danes are the only people who think the cure for debt is to work less.

The new government's strategy will be

AMERICAN NEWS

Dukakis, Bentsen given cool welcome by blacks

BY STEWART FLEMING, US EDITOR, IN WASHINGTON

GOVERNOR Michael Dukakis, the certain Democratic Party candidate for President, learnt at first hand yesterday of the depth of disappointment in the black community at his decision to choose Senator Lloyd Bentsen and not the Rev Jesse Jackson as his running-mate.

Appearing at the annual convention of the National Association for the Advancement of Coloured Peoples, the leading US civil rights organisation, Mr Dukakis and Senator Bentsen received a lukewarm reception and no more than polite applause.

"You have got a hard act today so do your best," Dr Benjamin Hooks, the NAACP's executive director said to Mr Bentsen as he introduced him. The only cheers from the audience came as Dr Hooks added, by way of explanation, that Senator Bentsen was filling a space which his audience had hoped Mr Jackson would occupy.

Reaction to the selection of Senator Bentsen on Tuesday as Mr Dukakis's running-mate has been mixed. Many Democrats and Republicans have concluded

that it is a bolder, and therefore riskier choice, than they had expected.

Senator Bentsen is seen as a conservative Democrat who can add both ideological and geographical balance to the ticket, strengthening it considerably.

This is provided he can help his party carry Texas, a state the certain Republican candidate, Vice-President George Bush calls home.

Bush campaign officials are conceding that the Vice-President will now have to spend more time and money securing his political base and some are predicting an ugly political brawl in Texas when Senator Bentsen's electoral machine clashes with the powerful organisation which Mr Bush and his Texas friend, Mr James Baker, the US Treasury Secretary, have built.

Mr Dukakis's decision to challenge Mr Bush on his home ground, and he hopes move an opening by not selecting a mid-westerner himself.

Remembering how badly most observers misread the choice of Senator Bentsen, however, speculation about Mr Bush's decision will be heavily qualified.

It is scheduled to take a three-day fishing trip together this weekend and some who know both men well are predicting that Mr Baker will leave the Treasury early next month.

Inevitably, now Mr Dukakis has made so bold a choice, attention is switching to the decision Mr Bush must make about his running-mate.

The front runner, and a man whose prospects must have improved as a result of the selection of Senator Bentsen, is Senator Robert Dole, even though his name does not evoke rapturous applause in a Bush camp which will not forget the acrimony that marked their rivalry in the campaign for the Republican Party's presidential nomination.

Senator Dole is seen as a man who could help the Vice-President in mid-western states, especially now Mr Dukakis has left an opening by not selecting a mid-westerner himself.

Remembering how badly most observers misread the choice of Senator Bentsen, however, speculation about Mr Bush's decision will be heavily qualified.

Union defeats threaten Mexican pact

BY DAVID GARDNER IN MEXICO CITY

THE FUTURE of Mexico's largely successful economic stabilisation plan could hang in the balance as a result of a string of resounding defeats inflicted on official trade union leaders in last week's presidential and general elections, analysts here believe.

Though official results in the fiercely disputed presidential contest, where both the long-ruling Institutional Revolutionary Party (PRI) and the opposition are claiming victory, are still not available, it is already clear that in elections for congress and the senate the trade union bureaucracy may lose as many as 20

The official labour movement,

which is an integral part of the PRI's corporatist structure, is a signatory to the stabilisation plan, the Economic Solidarity Pact, agreed in December and currently due to run to the end of August.

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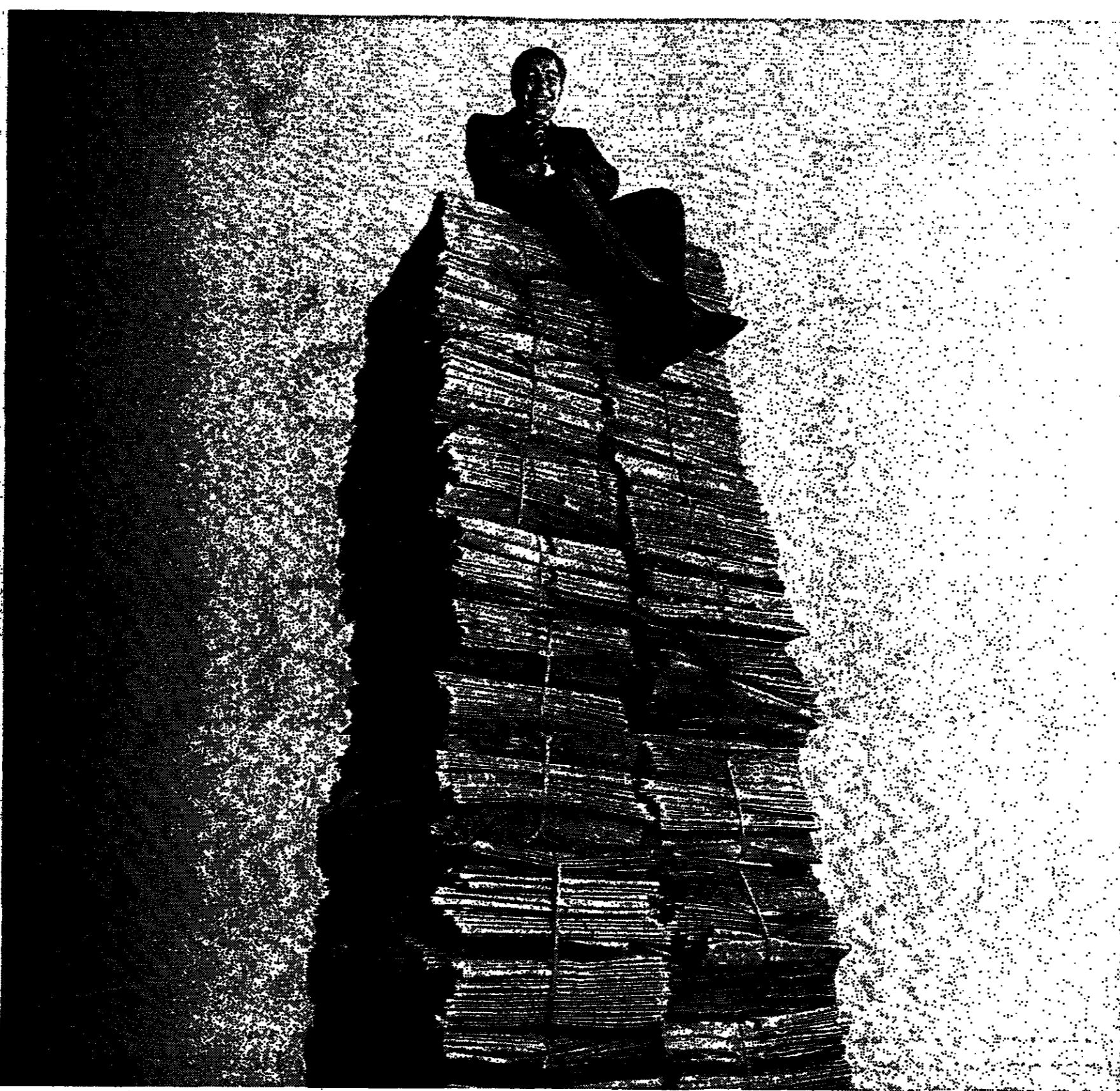
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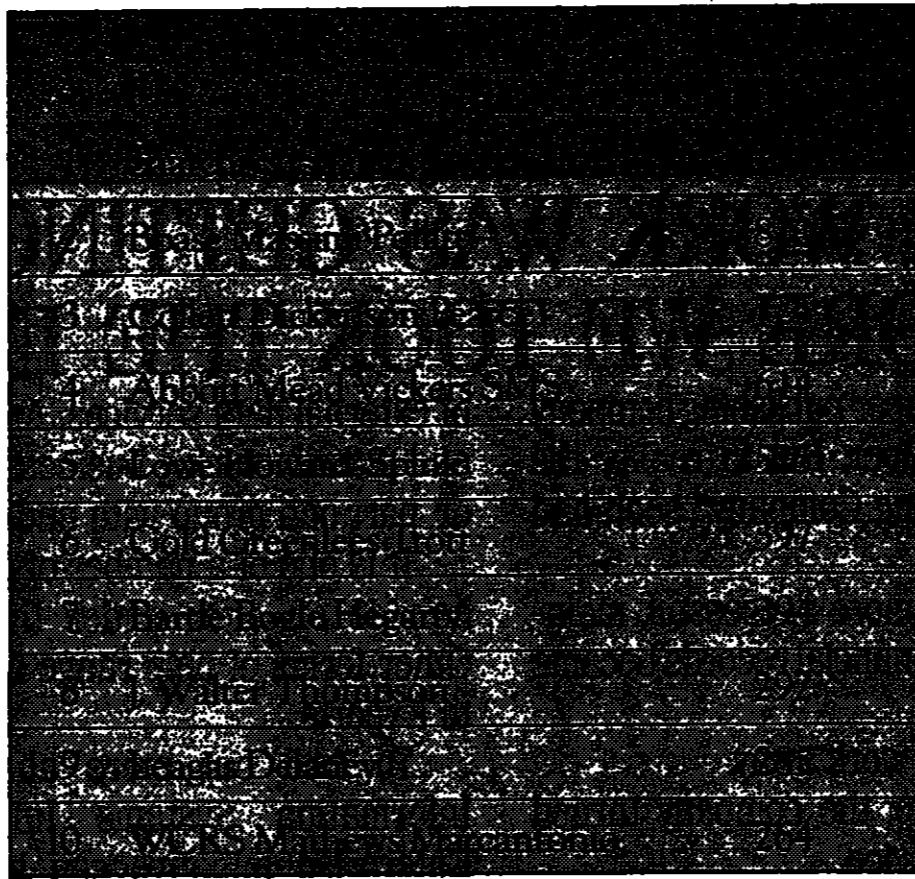
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Who & Who wins most awards?

Creative Awards League Table

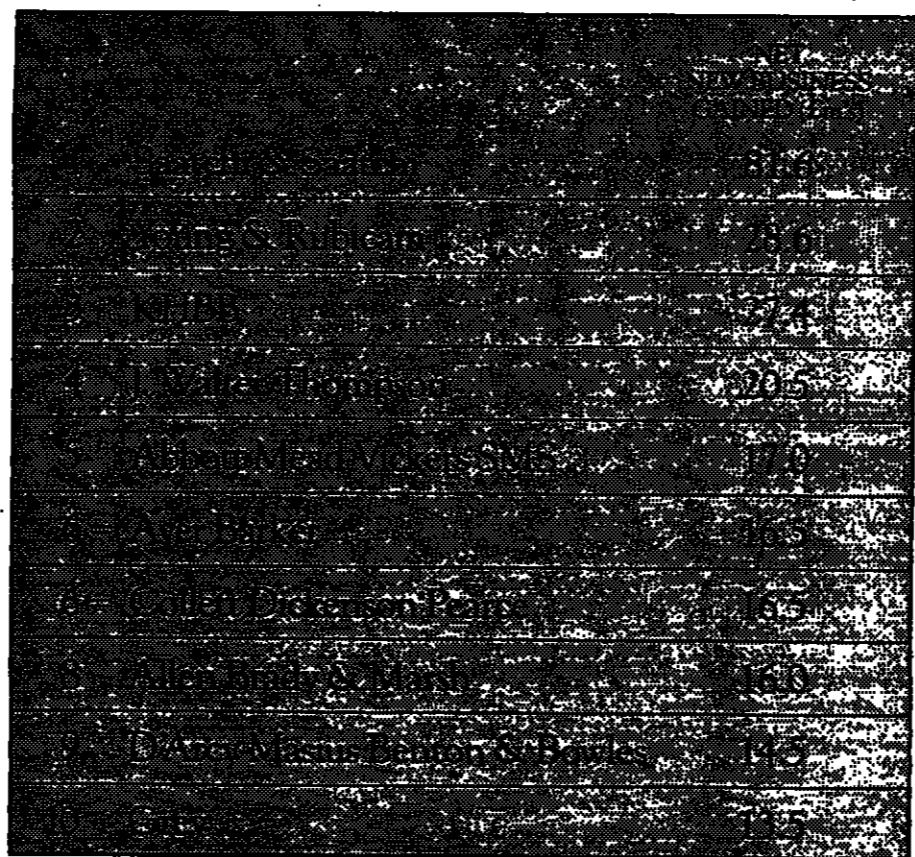


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THE US DROUGHT

Agricultural disaster in the Midwest has wide-ranging implications for trade and for the US and world economies. Our Foreign Staff report

America's agony holds prospect of European budget bonanza

THIS week's rain in the Midwest not only gave traders in Chicago something to go by. It will certainly change a few back-of-the-envelope calculations being made by other world grain producers in the wake of the potentially catastrophic US drought.

The keenest speculation in Brussels is to what extent American misfortunes will be Europe's opportunity. In the last few days some commentators have been talking airy of European Community budgetary savings from lower export subsidies of perhaps Ecu 2bn (£1.3bn) to Ecu 3bn in 1988 and 1989, plus a significant reduction in cereal stocks from 14.5m tonnes at the beginning of the season to well below 10m tonnes by the end of the year.

The European Commission, with much justification, says it is

BY TIM DICKSON
IN BRUSSELS

still much too early to make meaningful predictions. While the commission has no wish to gloat at Washington's difficulties, there is undoubtedly pleasure in some quarters that world commodity prices have been rising sharply in recent weeks.

Take, for instance, the aid payments made to Europe's oilseed crushers, which are calculated by taking the difference between the world market price for rapeseed, sunflower and soybeans and the slightly "lower" prices set by the EC to provide a satisfactory income for producers.

At the beginning of this year

most EC grain exports are being made from "intervention" stocks used by the Brussels number crunchers to estimate the necessary resources for this sector in the 1988 budget. Thanks to the sharp rise in world oilseed prices, however, these payments have now been cut to a third of the levels of the first half of the year and, if maintained, would imply savings for 1988 of Ecu 500m-600m. If they remained unchanged into 1989 the bonanza for the EC budget could be of the order of Ecu 2bn.

The same possibilities can be seen for the so-called export restrictions, or subsidies, which are paid to grain traders by the EC to bridge the gap between official European prices and lower world market prices.

At this stage in the season

these were averaging about Ecu 24 per tonne, the figure that was

which have piled up in previous years, but estimates suggest that 20m-25m tonnes of cereals from this year's harvest (including 14.5m tonnes of common wheat) will be sold to export customers with the subsidy supports. If world prices remain firm the recent Ecu 20-25 per tonne cut in restrictions would therefore be won around Ecu 500m in a full year.

Much will depend on the final drought figures, but while the US will undoubtedly try to keep its existing share of world markets through running down its existing stocks, the EC and other producers expect that Washington's Export Enhancement Programme of grain subsidies will be less aggressive this year. This could provide an opportunity for the EC to enlarge its slice of the

world market. The latest revisions to the Commission's preliminary draft budget for 1988 (which has yet to be approved by the Council of Ministers and the European Parliament) show total agricultural spending Ecu 40bn below the limit or "guideline" fixed by heads of Government in February as part of the now famous "stabilisation" package.

Any official alterations to these figures as a result of drought "savings," however, are unlikely to be made until autumn at the earliest when the then level of restrictions (thanks to administrative delays built into the system and assuming they have not gone back up to earlier levels) could be seen to be having a direct impact on spending in 1989.

While the short term financial implications of smaller food surpluses are important for some, the major preoccupation for others is the longer term effect of the US drought on agricultural production and on the current round of negotiations over farm supports in the General Agreement on Tariffs and Trade (GATT).

Many experts, for example, fear that the hard-earned momentum for Common Agricultural Policy reform in Europe will be halted and that other producers of cereals and oilseeds such as Brazil, Argentina and Australia (which appear to have had good harvests) will respond to the short-term increase in world prices by planting more acres for

the new season. The result will be an even bigger problem in the 1990s than the one which policymakers have been struggling to tackle in the mid- and late 1980s.

"The fact is that nothing fundamental has changed," said a US official close to the GATT talks. The view in Brussels is that serious talking in the GATT - stalled because of other parties' refusal to sign up to Washington's long-term goal of the elimination of all subsidies - is unlikely to start until after the US presidential elections in November. The drought, however, appears to have strengthened the hand of EC negotiators who feel that their adherence to more "realistic" short-term targets now stands a better chance of winning the day and that the spectre of shortages will dampen the Americans' will for a complete end to protectionism.

Futures hang on a word from Foggy

WHETHER forecasters have been elevated to the status of saints by traders in Chicago's ramur-ridden commodity markets while the weather remains the only drive behind sky-rocketing grain prices.

At the Chicago Board of Trade, where commodities are bought and sold for future delivery, traders are obsessed with any hint of a break in the market.

Private weather forecasters abound in the corn belt and whether tips are traded as closely as futures contracts.

The rains, when they come, will send the grains into a tailspin - as was shown by a flurry earlier this week - and traders are anxious not to be caught out. Private forecasters will charge large sums of money to give them an edge in the market.

"We're very confused and nervous about the weather forecast," one bewildered grain trader shouted from the trading floor of Chicago's major commodity market last week. The soybean futures price oscillated wildly as hysterical traders appeared over conflicting weather reports.

An hour before the market closed, Tom Skilling, a popular Chicago TV meteorologist, forecast rain again and the soybean market plunged to close down on its daily limit.

These traders who followed their own forecasters, who saw no rain early last week, were set to make huge profits by buying beans in a ploughing market because the value of their holdings rose the following day.

The vast US livestock industry has been the first to feel the effects of the crippling drought. Ranchers, who breed cattle rather than just fatten them, are being worst hit.

Many ranchers have already been forced to sell part of their breeding stock for lack of grazing and feed, leading to a plunge in cattle prices. Others are struggling to hold onto cattle, foraging in stunted pastures.

Some cattle are being transported in trucks and trains in search of greener pastures at huge cost to their owners. One rancher who sent part of his herd from his dusty acres in Missouri to the higher slopes of Colorado, paid \$60,000 to move a flock of animals - about 57 head of cattle.

"Farmers and ranchers will do everything they can to hold on to their herd," says Mr Campbell. "It's not just a capital investment but they have worked out the genetics in that herd, which takes many years."

Cattle prices have dropped by about \$10 per hundredweight as hard-pressed farmers have been forced to sell part of their stock.

Cattle slaughter has been running about 5 per cent above last year's levels and will rise if the drought continues. This increase comes from an extremely low base level - at the beginning of the year the US beef herd, at 33m cows, was at its lowest point since 1954.

Pastures have deteriorated in this year's dry weather and the US Department of Agriculture estimates grazing conditions in the nation to be 68 per cent of normal - below the previous record low of 70 per cent during the Dust Bowl of 1934.

The USDA is providing some ranchers with emergency feed assistance and is considering help with transport costs to find pasture and water for the thirsty cattle. The government has also allocated \$5m for bulk beef purchases for domestic food assistance programmes and extended credit to Mexico to buy beef from the US.

The glut of beef on the market is expected to push down retail prices this summer and could keep them low in the autumn months depending on the severity of the drought. However, prices next year could rise substantially as cattle numbers remain lower than expected as it takes several years to rebuild a herd.

Deborah Hargreaves

US 'can meet Soviet needs'

THE drought had little effect on the outcome of the US-Soviet grain talks in Vienna last week, according to US trade representatives involved in the negotiations. "It was prices and the quantity which were the two main sticking points and which prevented an agreement," a US delegate attending the talks said, adding that the US still had adequate stocks to meet the Soviet requirement.

Under the current grain agreement which expires on September 30, the Soviet Union is committed to buying 8m metric tonnes of US corn and wheat and an additional 1m tonnes of grain, including 500,000 tonnes of soy beans each year from the US.

Even if the Soviet Union agreed to import more grain, which the US delegation was pressing for during the Vienna talks, grain experts have said most stocks were "inadequate".

Corn stocks total 4.5bn bushels. Before the drought, 7.5bn bushels of corn were expected from this year's harvest. This has since been revised to around 5.5bn bushels.

Judy Dempsey

US pauses on grain subsidy programme

THE HOT dry weather shrivelling the crops of the American farm belt is also stunting the controversial export subsidies programme the US Government has aggressively used to "recapture" lost grain markets from the EC.

The US Department of Agriculture has announced no new subsidy packages under its Export Enhancement Programme since the drought began drawing daily headlines. Although officials have refused to acknowledge that the programme is "on hold," they rejected a deal to subsidise 500,000 tonnes of wheat to China. They accepted bids on wheat sales to Egypt, but these were covered by a line of credit profited before the drought.

"I think the EEP will be used sparingly for Egypt and other client states - unless Europe gets aggressive with its own export subsidies. Then the US will follow," said Mr John Schnittker, a Washington agricultural economist.

The EC has miscalculated in the past with its export restitutions and driven prices down, he said. The EC's refusal to phase out subsidies is at the centre of the agriculture trade negotiations in Geneva, and with a "mid-term review" of the talks scheduled for December, Mr Schnittker believes the it will move cautiously this year.

Under its own export subsidies programme, the US Government gives American exporters "bonus" crop certificates (principally to sell wheat exports). These can be redeemed for crops from surplus stocks, which are sold and the returns used to offset set higher US crop prices.

It has proved to be a clever scheme, for it helps to depress domestic prices, making US products competitive, while at the same time reducing storage expenses.

However, the Department would be gambling on a good crop next year, if it over-stimulates exports. And it is hampered by its own miscalculations like the 1972 sale of subsidised grain to the Soviet Union which ended with domestic prices soaring.

Meanwhile, higher prices are bound to depress exports to poor countries. Some experts think foreign sales could drop by 10 per cent this year, giving new opportunities for US competitors to move into markets the US has conquered through subsidies and low prices.

The American winter wheat crop, which accounts for about three-quarters of total wheat production, has not been much affected, but about two-thirds of the spring wheat crop is in poor condition. According to Mr Ewen Wilson, the USDA's assistant secretary of economics, supplies for 1989-1990 are likely to exceed 3bn bushels. Last year total use was 2.75bn.

Supplies of soybeans are much tighter. The Government owns only 12m bushels of soybeans, much of it of poor quality, and that could be gone this month.

Mr Wilson last week estimated that farmers and elevators will have 275m bushels in stocks on September 1 - about 14 per cent of a year's supply. Domestic and foreign usage was a bit more than 2bn bushels last year. Unofficial estimates put this year's crop at about 1.5bn bushels and falling, although rain soon could alter the picture dramatically.

The US soybean shortage is good news for Argentina and Brazil, which harvested record crops this spring and may now reap the benefits of the soaring prices. USDA estimates a rise in total foreign production of soybeans this year over last of 12 per cent.

Unlike soybeans, maize has no recovery power and more than one-quarter of the crop is thought to be in bad condition so far. Reserves are large - 1.27bn bushels on June 1 - but if there is no consistent rain in the next two weeks, Mr Schnittker figures the US could move from a position of high surpluses this year to a near-shortage next.

Talk of export rationing is anathema to administration officials. However, continued subsidies in the face of possible shortages is a risk USDA need not take unless it is pushed.

Nancy Dunne

Prayers fail to ease plight of the Corn Belt

BY NANCY DUNNE IN WASHINGTON AND DEBORAH HARGREAVES IN CHICAGO

THE next week will make or break the Midwest maize crop as each dry day of 90 degree heat weakens the plants' chances of producing kernels.

In frustration some farmers have already hacked down the infertile stalks to feed to their hungry livestock. Temps are frayed in the Corn Belt where the wide blue skies show no signs of clouding and temperatures continue to burn.

High winds have whipped up much of the top soil in the Great Plains, forming barren dust bowls that may not grow a crop for years to come.

Public prayer sessions and rain dances in the Midwest have failed to fill the drought's insatiable appetite for cropland, and it has moved relentlessly eastward with no sign of easing in the near future. Rain has offered patchy relief this week in the eastern Corn Belt, but in general the mid-US has endured its driest hottest spring and early summer in 50 years.

Advanced conservation techniques and technology have managed to save some top soil in the Dust Bowl of the 1930s would have been lost. However, experts fear that modern hybrid maize is actually less resistant to dry spells than its ancestor breeds of the 1930s. Over 50 per cent of the maize planted in Indiana, Georgia, Kentucky and Missouri is in poor or very poor condition.

Spring wheat, which forms one-quarter of the US crop, has suffered its worst decline in history. A special crop report, prepared by the US Agriculture Department on Tuesday, forecast a 30 per cent cut in the maize crop and a 12 per cent decline in wheat.

Some generous congressmen have even suggested that farmers be allowed to buy crop insurance even though they did not sign up before the planting season. Land that has been made idle for conservation purposes may be opened for grazing funds may be provided for emergency feed and water-saving schemes.

Still, the spirit of budgetary constraint is expected to prevail.

Total agriculture spending will be limited to the \$17bn budgeted for 1989 farm programmes. An estimated \$4bn has been saved on production subsidies will be recycled to needy farmers.

However, Chicago crop analysts say the report is very conservative in its estimate of damage.

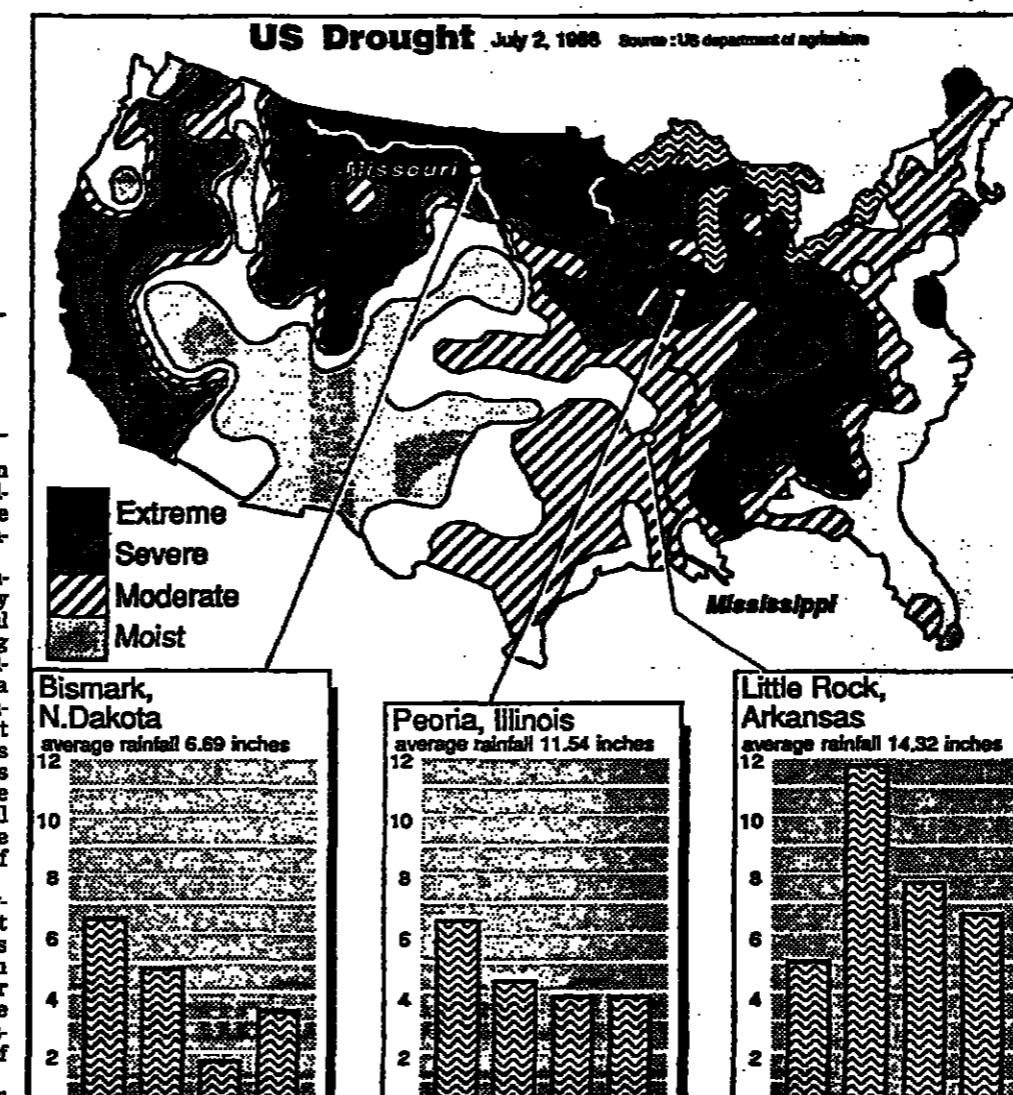
The US Agriculture Department has taken pains to reassure Americans that there will be no food shortages and no need to limit imports. US processors have already found it necessary to import oats, later this year they may need durum wheat and soybeans.

AMERICAN farm lenders are concerned that last year's agricultural recovery - made possible by a shower of federal dollars - will be aborted because of the drought.

Profitability returned to most midwestern farm banks in 1987 after a decade-long depression in the sector and farmers - who never really liked debt - were queuing up to pay off their loans.

Returns on assets for midwestern agriculture commercial banks rose to 1.05 per cent for the first quarter of 1988, up from 0.78 per cent for the quarter the previous year, according to the Federal Reserve Bank of Chicago. Credit quality improved and the

BY DAVID OWEN IN TORONTO



Canadian Prairie crops hard hit

THE Canadian Prairies, like farmland south of the 49th Parallel, have been hard hit by the weather conditions.

A combination of heat damage and lack of moisture has badly hit crops of the six main grains grown in the region. In addition, scorched pastureland is continuing to force many livestock producers to consider liquidating their assets.

According to the most recent projections by United Grain Growers (UGG), a big farmer-owned co-operative, this year's Canadian grain crop is expected to total some 30m tonnes. This would be a sharp decline from the 40m tonnes harvested in the last crop year, ending July 31.

More than 55 per cent of last year's crop consisted of wheat, barley accounting for a further 28 per cent.

Allowing for domestic consumption of some 16m tonnes, such projections peg Canadian grain exports of just 14m tonnes in 1988-89. This would be less than half 1987-88 exports.

While much still depends on the weather, actual exports may be lower still due to higher-than-anticipated domestic consumption, analysts predict. Livestock farmers who do not wish to liquidate

date their herds will, in many cases, be obliged to feed their animals grain rather than the usual fodder, they argue.

One of the consequences of the recent approval of a C\$153m (\$74.8m) government aid package for livestock producers in designated drought zones may be to encourage ranchers to do this.

Grain stocks, which stood at a comfortable 17.9m tonnes at the start of the current crop year, have also been drawn down to much lower levels. Grain elevators are running between 60 and 70 per cent empty, according to Cattle slaughter has been running about 5 per cent above last year's levels and will rise if the drought continues. This increase comes from an extremely low base level - at the beginning of the year the US beef herd, at 33m cows, was at its lowest point since 1954.

Pastures have deteriorated in this year's dry weather and the US Department of Agriculture estimates grazing conditions in the nation to be 68 per cent of normal - below the previous record low of 70 per cent during the Dust Bowl of 1934.

The USDA is providing some ranchers with emergency feed assistance and is considering help with transport costs to find pasture and water for the thirsty cattle.

The government has also allocated \$5m for bulk beef purchases for domestic food assistance programmes and extended credit to Mexico to buy beef from the US.

The years of hardship have already shaken out most of the banks' most highly leveraged farmers, he said. In fact, the most endangered banks are also gone.

The remaining farmers are considered to be conservative borrowers with little debt.

"Even if everything goes wrong and yields are down, those farm banks have built up tremendous reserves against bad loans," Mr Gregorash said.



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UK NEWS

UK 'in muddle' over single market plans

BY MICHAEL CASSELL, POLITICAL CORRESPONDENT

BRITAIN is approaching the introduction of the single European market with a "deadly combination of lofty optimism and inadequate preparation", Mr Bryan Gould, Labour's trade and industry spokesman, claimed yesterday.

Mr Gould, speaking at Westminster, said that Britain was lagging pitifully behind its chief rivals in walking up to the realities of 1992 and was in danger of becoming a "perennially depressed region in a greater European economy".

He said that while the West Germans and the French were poised to exploit the internal market to the full, British industry had contented itself with "airy optimism and little else".

Mr Gould claimed that fewer than one businessman in 100 could name more than a handful of almost 300 detailed measures which the EEC Commission will impose in order to implement the internal market.

He added: "Apart from slogans on billboards, there is little evidence that the Department of Trade and Industry has worked jointly with industry, sector by sector, so that industry understands what it is in for and so that our political representatives in Brussels have a hard-headed appreciation of what we want, and don't want, to emerge."

Mr Gould said the price for Britain's attempt to "muddle through" would be a high one.



Bryan Gould: high price to pay

The real damage would arise as a single European economy moved closer, with productive capacity concentrating in the most productive regions, leaving the remainder of the Community as a devalued periphery.

He said that if Britain wished to avoid the heavy economic penalties incurred by its complicity in the Government had to start ensuring that the economy was in shape to attract and sustain the investment and new capacity which was required to remain competitive. That meant rejecting an unsustainable North Sea-financed consumer boom and, instead, preparing for a long-haul investment in new skills, new technologies and new knowledge.

Takeover controls backed

BY RICHARD DONKIN

MR JOHN BANHAM, director-general of the Confederation of British Industry, yesterday placed himself squarely in the European camp in reinforcing his support for European takeover controls.

He told members of the American Chamber of Commerce at a lunch in London that to cope with the new competitive envi-

rment of 1992 it was essential for the European Commission to have responsibility for competition policy and the control of cross-border mergers.

While supporting in principle the proposed European merger regulation he singled out reciprocity, particularly with respect to bids from companies outside the EC, as one of the elements that needed to be addressed.

First generation nuclear power station to be closed next year

BY DAVID FISHLOCK, SCIENCE EDITOR

A 2300m demolition task will begin next year, to raz one of Britain's first commercial nuclear stations at Berkeley in the west of England, and restore it to a greenfield site.

The Central Electricity Generating Board said it had taken a purely commercial decision to close Berkeley nuclear power station three years ahead of earlier expectations.

"Berkeley is not being closed because it is unsafe", said Mr Bryan Edmundson, CEBG director of nuclear operations.

It is being closed because the cost of its electricity is twice the average for its family of Magnox stations, of which it now has the smallest output.

By the end of the century the 16ha Berkeley station is expected to be reduced to two 21-metre concrete cubes.

The CEBG also announced that its Bradwell nuclear station in Essex, east of London, which is of the same size and vintage as Berkeley, is expected to remain in service until 1982.

The difference between the two stations - both commissioned in 1962 - is that Berkeley has been hampered for several years by operating restrictions which have set a ceiling on its output of about 200 MW, while in practice it has been operating at only about half this figure.

Bradwell, in contrast, has an output of up to 245 MW.

Lord Marshall, CEBG chairman, said the Magnox stations other than Berkeley "have years of service ahead, and will save the electricity consumer hundreds of millions of pounds over that time."

All nine British commercial Magnox stations were amortised over 20 years, and all but the last - Wyfia in north Wales - have paid off their capital investment.

The CEBG has decided that for the same investment of about 40 man-years of skilled effort required to refurbish Berkeley for a further three or four years of service, costing several million pounds, it could get a much better economic return from some of

its bigger nuclear stations. Three of the newer stations, all with a potential output exceeding 1,000 MW, have been seriously under-performing.

As a result nuclear power accounted for less than 10 per cent of CEBG electricity last year, compared with 16.4 per cent the previous year. It is believed to be operating at only about half this figure.

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Fuel policy challenge rejected

SUGGESTIONS that the public inquiry into plans for Britain's second pressurised water reactor should be used to challenge government policy of reducing reliance on fossil fuels were rejected yesterday by the Central Electricity Generating Board.

Lord Silsoe, leading counsel for the board, argued that comparing the costs of coal-fired and nuclear-generated electricity should play no part in the inquiry into the proposal to build a third power station at Hinkley Point in the west of England.

He told a pre-inquiry meeting that the board did not intend to submit evidence on coal and nuclear cost comparisons and would not be answering questions or agreeing to provide objectors with information on the subject. The inquiry is due to start on October 4.

Lord Silsoe said that despite an offer to the inquiry from British Coal to provide fuel cost projections, there was no need to invite that evidence to be given.

Mr Michael Barnes QC, the inquiry inspector, has already ruled that evidence on cost comparisons will be admissible.

Opponents of Hinkley Point C intended to argue that the cheapest way of meeting future electricity demand is to build another coal-fired station.

Lord Silsoe said the Government's diversification policy had been strengthened by a commitment to a minimum percentage of non-fossil fuel capacity when the electricity supply industry was privatised. New nuclear plants were necessary to replace the ageing Magnox reactors.

Opposition groups called at the pre-inquiry meeting for Mr Barnes to reconsider a decision not to appoint a counsel to the inquiry to ask questions on behalf of the inspector and objectors.

Mr Wilkinson writes: The Government was urged yesterday not to repeat the mistake it made when selling British Gas by ensuring that all of the electricity

market after privatisation was subjected to the authority of the regulator.

In a discussion paper on energy privatisation Dr Catherine Price of Leicester University says that in its approach to electricity privatisation there are several other lessons to be learned from the earlier sale of the gas industry.

These included the need to allow adequate time for public discussion of the regulatory regime and the need to apply an overall restraint on price rises without limiting the scope for raising particular tariffs.

She points out that the decision to exempt the industrial sector of the gas market from regulations was followed swiftly by a dispute between British Gas and Sheffield Forgemasters, which was referred to the Monopolies Commission.

The referral suggests that the degree of competition in the industrial market has been overestimated.

IN AN article on futures brokers yesterday we said that Empire Futures had merged with a subsidiary of Sturge Holdings. In fact it merged with C Sturge, which has never been part of Sturge Holdings.

British Coal seeks write-off of debt

By Maurice Samuelson

BRITISH COAL yesterday asked for its debts to be written off so that it could obtain financial footing similar to that of other state-owned concerns.

As a result nuclear power accounted for less than 10 per cent of CEBG electricity last year, compared with 16.4 per cent the previous year. It is believed to be operating at only about half this figure.

Bradwell, in contrast, has an output of up to 245 MW.

Lord Marshall, CEBG chairman, said the Magnox stations other than Berkeley "have years of service ahead, and will save the electricity consumer hundreds of millions of pounds over that time."

All nine British commercial Magnox stations were amortised over 20 years, and all but the last - Wyfia in north Wales - have paid off their capital investment.

The CEBG has decided that for the same investment of about 40 man-years of skilled effort required to refurbish Berkeley for a further three or four years of service, costing several million pounds, it could get a much better economic return from some of

Packaging industry wary of drive for cleaner environment

MAGGIE URRY
examines fears of trade restraints after European moves to limit environmental damage caused by discarded packaging

the directive is "so broad that every member state could find in it justification for the particular policies it wanted to pursue."

Metab Box, a leading UK manufacturer of cans and plastic bottles, argues that it is "concerned about the use of the beverage directive as a technical barrier to trade."

Both Ireland and West Germany seem to be following Denmark's attitude to cans and plastic bottles. Ireland's original proposal under the directive, which has not been accepted by the EC, was to ban cans and PET (polyester terephthalate) bottles for beer, cider and wine. It is suggested that the can ban was to prevent retailers obtaining cheaper, imported beer.

West Germany is proposing to put a deposit on all plastic bottles of 50 pfennig (5p) and to require distributors to guarantee to recycle them. The Industry Council for Packaging and the Environment (Inpac), a UK trade group, says this would in effect be a complete curb on the possibility of French, Belgian and Dutch mineral water and soft drink bottles entering the German marketplace.

Packagers' hopes rest on the Danish case. A ruling is expected by October and is thought likely to follow the Advocate-General's recently published opinion which went against Denmark. If the court agrees and ends the Danish ban, the European Commission may take a tougher line on other attempts to restrain trade.

There is, however, another problem for UK packaging groups. The British programme is largely based on voluntary efforts to increase the reclamation of waste in an economic manner.

However, attempts to increase recycling rates are only slowly

Investing in Europe?

What you should know about this church.



This church is just one reminder of the many cultural traditions that have made Bavaria world-famous. Less well-known is that Bavaria also has a long tradition for innovation, for example, in electronics-related industries. Consider this combination of facts:

1. Bavaria is West Germany's largest state with a no-nonsense commitment to values such as independent thinking, entrepreneurial drive, and a strong work ethic. Over the past two decades, Bavaria's GDP has increased by 25% more than the national average.

2. Germany accounts for more than 40% of electrical engineering in the EC, and one-fourth of all Germans active in electronics and electrotechnology work in Bavaria.

3. Bavaria is the semiconductor center of Germany and Continental Europe. Nearly all main semiconductor manufacturers have major production facilities or their European headquarters in the state.

4. An exceptionally high concentration of user industries of advanced technology is in Bavaria and at its doorstep. Heading the list are electrical and mechanical engineering, automakers, and aerospace industries.

5. Munich, the state capital, is the site of many trade exhibitions, including Electronics - Europe's leading exhibition for components and modules - and Productronica - Europe's largest fair for electronics production installation.

6. Bavaria employs more people in R&D in the industrial sector than in any other state. It is the home of the world-famous Max-Planck Institute and Fraunhofer-Gesellschaft as well as many research facilities for micro-electronics and biotechnology.

Take a close look at Bavaria. You might be surprised to see how many church bells are operated electronically. And how many other attractive opportunities Bavaria has to offer.

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BRITAIN has gained less value from its contributions to the European Space Agency, in terms of industrial contracts, than all but two of the agency's 13 members, according to a new study.

An analysis of figures in the study shows that over the past 15 years UK companies and research establishments have won contracts worth £600.8m (£552m) from the Paris-based agency. That equals 55 per cent of the Government's Ecu1.4bn contribution to ESA over that period.

All the other nations in the agency except Switzerland and Norway showed a higher percentage in industrial returns from their contributions.

The figures for all 13 members show that 75 per cent of the cash that governments contributed to ESA between 1972 and 1987 has been translated into contracts for industrial groups in member nations. The balance has funded work carried out at ESA's three technical establishments or by industry in non-agency countries such as the US and Canada, as well as administration.

The figures are contained in the latest edition of the European Space Directory 1988, an annual report published in France. To

gain most in terms of domestic contracts.

France and West Germany, ESA's two biggest paymasters, are significantly higher than Britain in the league table for industrial work.

Over the 15 years, 84 per cent and 69 per cent of those two countries' contributions were returned in the form of work for French or German companies and research centres.

European Space Directory 1988
Seviro Press, 5 Rue Alexandre Cabanel, F-75015 Paris, FR FR

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June, 1988

MANAGEMENT: Marketing and Advertising

MCDONALDS sells mountains of hamburgers in Japan, and Coca-Cola does the same with its ubiquitous product.

BSN, the French food group, thought it could follow suit with yoghurt. But eight years after it started, BSN is still struggling to break even on the venture.

The company's original heady ambitions have disappeared in losses which have totalled more than the original capital investment of Y2.5bn (£1.1m). Instead, the group is clinging to the modest hope that the project will make a profit by 1990.

BSN's experience is a lesson in the difficulties of putting into practice one of the most popular theories of international marketing - the globalisation of taste. This teaches that as consumers' lives in industrialised countries increasingly follow similar patterns so the goods they buy reflect the same, and that it is therefore worth marketing them in similar ways in different countries.

The theory's chief proponent at BSN was Pierre Dupasquier, head of the dairy products division, which markets BSN's Danone brand. He once said in a Financial Times interview that his models were McDonald's and Coca-Cola. But his failure in Japan led to Dupasquier's sudden departure from

BSN in 1984.

BSN learnt the hard way that despite the theory of globalisation, the differences between markets matter as much as the similarities - not least in the case of Japan. In particular, it discovered that market research, the time-honoured way of assessing a new market, can provide useful data in one country but can produce misleading conclusions in another.

"I agree with globalisation, but it's very much more difficult to carry out than it sounds," says Robert Dahan, BSN's current chief representative in Japan.

The irony is that BSN did many things right. It approached the Japanese market very slowly - making its initial studies in 1969. It took great care in choosing a local joint venture partner, Ajinomoto, a diverse sources and foods company with previous experience of such ventures with foreign food companies. Dahan says it would have been suicidal to go it alone in Japan.

However, the crucial mistake was to mis-read the market. BSN assumed that there was enormous potential because yoghurt consumption per head in Japan was only 10 per cent of the figure for France. Japan already had a highly competitive yoghurt industry - but this con-

PETER GUMMER (left) is trying to do in the public relations business what the Saatchi brothers have achieved in advertising - namely, to become one of the world's leading practitioners of the subtle art of media persuasion.

Gummer's Shandwick organisation, a publicly quoted public relations consultancy capitalised at more than £70m, has emerged in the late 1980s (from its beginnings in the mid-1970s) as the world's leading independent PR grouping through a series of acquisitions which culminated recently in the purchase of Japan's biggest PR company, International Public Relations (IPR), for £10m.

IPR was Gummer's 25th acquisition since Shandwick was brought to market in 1984, first on the USM and subsequently with a full market listing. Since then Shandwick has overtaken all other UK public relations consultancies in terms of operating revenue, emerging at the head of the latest league table of consultancies published by the trade journal PR Week.

Shandwick, moreover, is riding on the crest of booming demand for PR services - up by an estimated 45 per cent last year (according to PR Week) with the combined operating revenue of

Selling French yoghurt in Japan

A hard lesson to swallow

Stefan Wagstyl reports on BSN's persistence in a confusing market

rated largely on making yoghurt drinks - not foods.

Solid.

Western-style yoghurts accounted for just 25 per cent of the market. So BSN thought it could carve out new markets by introducing new types of yoghurt - especially desserts and fruit-flavoured petit suisse cheeses.

For six months it flew in supplies from France for a painstaking market survey.

Dahan says the results were "superb": opinion polls showed Japanese customers were delighted with Danone yoghurts. BSN drew up forecasts of sales growth ranging from a low of 20-30 per cent a year to well over 100 per cent.

The venture was forecast to make profits in three-and-a-half years.

The dream went sour within 12 months. Dahan admits that sales were running at only a fifth of projections.

For the following two years

things would go right - despite increasingly persistent complaints from Ajinomoto that the projections were out of touch with reality. Things came to a head in 1984. "There was a big conflict," says Dahan. Dupasquier quit.

According to Dahan, there were three reasons behind the failure. The first was that the initial market surveys were misinterpreted. Following the theory of global marketing, the questions posed to Japanese consumers were the same as those asked in other countries. The answers were then assessed by the same, European-designed, criteria.

But, says Dahan, this ignored the fact that the Japanese are much more polite than Europeans - even in opinion polls. "They'll say they like a product, even if they think it's bullshit. But they won't buy it again."

A simplistic faith in the potential of globalisation

accounted for the mistake, says Dahan. "The attitude was that the research was right and the market was wrong."

The next error was to believe that the survey had indicated that there was a vast Western-style yoghurt market waiting to be discovered in Japan.

In fact, says Dahan, it turned out that Japanese consumers are much less discriminating about different kinds of Western-style snacks than are Europeans. In Europe and the United States, says Dahan, consumers buy different snacks for different reasons - as yoghurts, for example, which have an image of being fresh and healthy, are never confused with biscuits, which are thought of as fattening.

In Japan these segments are inter-meshed, says Dahan. When it comes to Western foods, Japanese consumers do not have well-established preferences, but they are launched

urging them to buy them. So Japanese shoppers side with the stuck thought from yoghurt to other foods.

Not surprisingly they switch easily from traditional Japanese drink yoghurts to Danone's desserts and back again.

As a result, Danone found that its yoghurts sold well whenever they were heavily promoted - but sales slipped as soon as the backing disappeared. "What we had was not a new market but a temporary shift in market segments."

So instead of striking into virgin markets, BSN found itself slinging it out in well-trodden territory with the three leading Japanese yoghurt makers - Meiji MILK, Yakult and Morinaga MILK. "We miscalculated. We brought in a food alongside their beverages without realising it was the same market."

Today Ajinomoto-Danone is having to follow a policy of gradual growth. The hope of



Opinion polls showed Danone yoghurts were greeted with "delight", but the French underestimated Japanese ability to be polite

market share of about 15 per cent - well behind the three largest Japanese rivals but increasing slowly. Dahan still believes his more limited goals are worthwhile. He says: "Ajinomoto always thought it would be five or 10 years before the venture made money."

advertising agency.

Gummer is sensitive on this issue and has the facts and figures which he claims show that a walk-out by key staff will their accounts (as has often happened in the advertising world) would have only a minimal impact.

What has helped Shandwick's progress is Gummer's management strategy. Again, Gummer shamelessly borrowed the idea from Saatchi.

Shandwick (like Saatchi & Saatchi) has a small holding company board with two executive members in charge of its direction. This is the strategic level of the company; the operating level is split into three divisional boards spanning the UK and Europe; North America; and the Pacific Rim countries.

In addition, the company also now has an International Advisory Board - comprising chief executives of the operating divisions - to bring together a global view of PR activity within the group.

In what is primarily a "people" business - there are few physical assets - keeping and motivating employees is of prime importance. Defections from the Good Relations camp, first from its City office and then by its managing director, eventually led to the business being sold to the Lowe Howard-Spink and Bell

Partnership.

But perhaps Shandwick's biggest weakness has, until recently, lain not so much in losing a few clients from defections but from its glaring lack of presence in continental Europe. With 1982 only just round the corner, Gummer has been able to offer most clients better PR coverage in Norwich, Milan, or Munich.

Yet in true acquisitive style,

Gummer recently made his 27th acquisition since going public with the takeover of Kommunikations, a West German public relations group based in Bonn, for £1.5m. Further moves into continental Europe cannot be far off.

Public relations

Why Shandwick has its eye on 1992

David Churchill reports on the British group's acquisitive strategy

UK consultancies at £170m.

Yet everything in the PR market is not rosy. Some consultancies appear to be increasingly unhappy with the services they receive from their consultancies, subsequently engaging in a sort of "musical chair" in the search for a better deal.

At the same time, a few PR consultancies are showing a marked weakness of management skills which suggests that effective media relations are not enough to run a successful company.

Last year, for example, one of the UK's top ten PR consultancies - Communications Strategy - went into receivership with debts of over £2m. Broad Street Associates, one of the leading financial PR consultancies, recently reported a poor trading performance and a management reshuffle in the wake of the Octo-

ber crash.

Shandwick itself is not immune to problems. Its aggressive move into the much larger US public relations market (worth about \$500m a year) leaves it exposed to the fluctuating dollar exchange rate. "But our Japanese and German acquisitions have considerably lessened this exposure for us," says Gummer.

Yet Shandwick remains very much a City favourite. Lorna Tilman, marketing services analyst with stockbrokers Shepards and Chase, says she is "very bullish" about Shandwick at the moment.

"That IPR should have chosen Shandwick, rather than any one of several other potential suitors, is a real triumph for the group's highly focused strategy in public relations," she says.

Concentrating solely on public relations is what Gummer

believes marks the difference between Shandwick and other groups (for example, Saatchi & Saatchi) in the bid for global communication supremacy.

"They [Saatchi] want to be a worldwide grouping selling not only advertising services but a range of others, including management consultancy, marketing services such as PR and sales promotion, and other activities including financial services."

"Our strategy is quite different; we want to be the world's biggest and best public relations group and not let ourselves get caught up in areas which we do not know well and cannot be leaders in."

It is this "mission statement", as Gummer likes to describe it, that has attracted City support and made Shandwick a target in its own right for advertising

agencies such as Saatchi and Doyle Dane Bernbach.

Yet it has also made Shandwick an attractive suitor for the many smaller PR consultancies which have fallen under Gummer's spell.

In a fragmented industry such as public relations, the option for fast-growing medium-sized consultancies is either to go for a market quotation (such as Parsons has done) or to be absorbed by a larger grouping. Leslie Bishop and the McCann Consultancy in the UK, Roger and Cowan and Miller Communications in the US, and Gibson Public Relations in Singapore and Hong Kong are a few of the many consultancies which have pre-ferred to join Shandwick.

Moreover, in true Saatchi style, Gummer has only taken over consultancies which have been willing partners. "There is no point in a contested takeover in our sort of business," he says.

Gummer is the first to admit that his true strength lies not so much in being a PR man as in his ability to put together business deals.

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Partnership.

Solicitors can send such an inquiry for no more than the cost of a local phone call. The information can also be sent back electronically, although a duplicate paper copy will always be sent through the post.

The network linking the solicitors into the Portsmouth computer is part of a service offered by DEC. DEC launched its value added network for data traffic in April this year, and is planning to launch further services for the legal and financial markets.

CLC and DEC hope that eventually all local authorities in Britain will use their service. This would mean a solicitor in London being able to tap in an inquiry about a property in Glasgow, for example, and receiving an answer within two days. So far, about a quarter of local authorities have shown an interest in the CLC service.

As the network of local authorities develops, CLC and DEC are planning to make the services increasingly more sophisticated. One possible service for the future would be to put maps of the water, sewer and road systems onto the local authority network. From the telephone network, the information goes through into a commercial value added network, and then into the authority's computer.

Solicitors wanting to input searches electronically can also use a range of personal computers. An Amstrad, an IBM personal computer - most things will do," according to DEC's Legal Services Marketing Manager, Chris Parsons.

If CLC and DEC's plans go ahead, some of the frustrating delays experienced in buying a house will be a thing of the past.

So too will those specialised companies which at present make a living doing searches for customers not prepared for the normal wait involved, so far, with local authority searches.

TECHNOLOGY

Paul Abrahams on why computers are finding favour with architects despite lingering doubts about their validity

Creating buildings on a 3-D screen

COMPUTER AIDED architecture has come of age. In both the US and Britain, architects are beginning to adopt computer systems to help them design buildings.

"The increasing use of computers is significant for two reasons," says John Hare, the architect responsible for computers at Arup Associates, the London-based multidisciplinary design firm.

"Firstly because architects should now be able to produce work more quickly and therefore cheaply. Projects can be designed in half to a quarter of previous times."

"And secondly because the customer can see what buildings will look like at an earlier stage of design. He can even interact with the architect himself," he explains.

However, until recently, architects in the UK have been unwilling to adopt computer technology. Philip Keevil, managing director of CAD Services, the Northampton-based computer-aided design (CAD) unit for Autodesk, the most popular system in use in Britain, says that the market in the US is three times as large as in the UK.

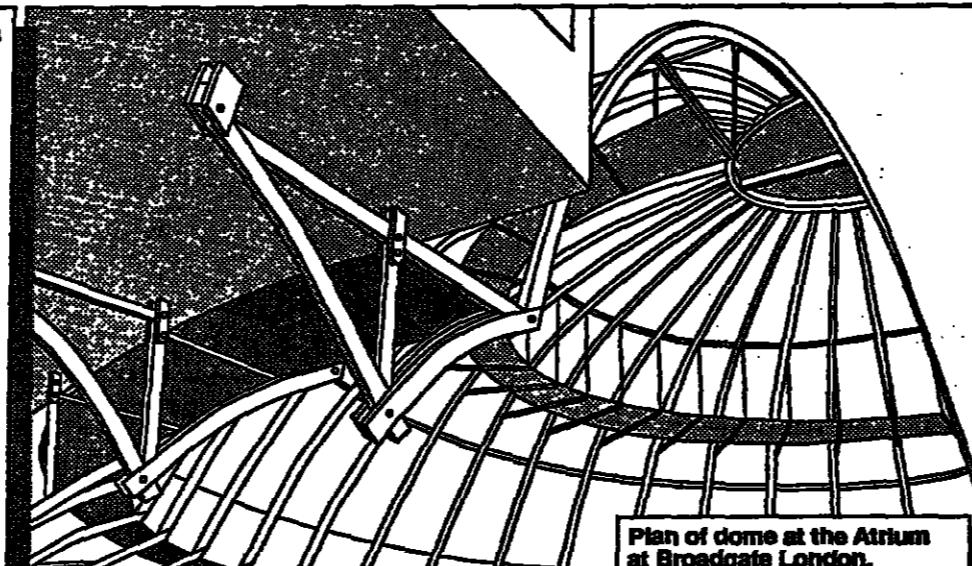
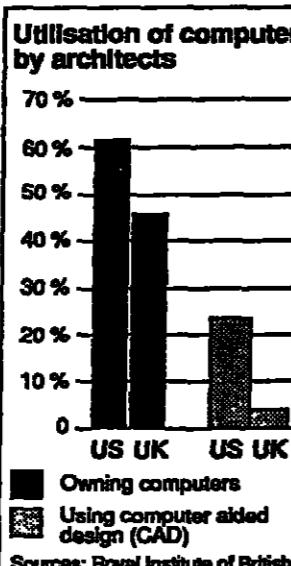
Keevil argues that American architects have been much more receptive than their British counterparts. While the Americans are now looking at upgrading their systems, some architects in the UK are still questioning whether CAD is necessary.

In the US there has been some reluctance. A recent survey by the American Institute of Architects (AIA) suggested that the two main reasons for US architects' reticence concerning computers were the financial cost of installing systems and the extensive training necessary to use them.

These objections appear to have been overcome by packages available on relatively cheap micro-computers.

"The cost of a truly useful system has fallen dramatically over the last five years," says Ed Howell, one of three partners at Carrick Howell and Lawrence, the London-based architectural firm. "We have just invested £750 in a system which five years ago would have cost £100,000. Then we could look at it and dream - now it's a reality."

The power of recent micro-computers means that architects are able to access two- and three-dimensional plans in full colour. Quanted type effects, such as translucent and transparent effects, ray-tracing, shading and



about 30 workstations, providing a ratio of one for every three architects or engineers. Hare explains that on a large steel framework design, like the Broadgate development in the City of London, which Arup has recently completed, typically 10 draftsmen would be used. On a similar project for Victoria Station now in progress, there are two.

A further advantage of the computer systems pointed out by Hare is the flexibility they offer. He explains that fast track building which is constructed almost as it is designed would be virtually impossible to complete without computers.

The networked system of computers allows architects and engineers to work on projects simultaneously. Each level, representing for example the standard plan and designs for the superstructure, electrical system, plumbing and ceilings can be used at the same time. But each change can be immediately reproduced on the other screens.

This process used to be achieved by photocopying an original plan and then tracing over it. Any errors had to be removed by scratching the surface of the tracing paper with a razor blade. Eventually, when the paper could take no more, the plan had to be re-traced.

Neil McLeod, at Intergraph, believes that an important advantage of computer systems is the prestige provided by the machines and the high quality of output from them. Images can be delivered on a pen plotter, laser printer, thermal device or with high quality electrostatic plotter. Information can also be downloaded to create slides for presentation.

The computers have a number

ARTS

Martigny/William Packer

Culture born of tragedy

Martigny is the quiet, ancient, unpossessing Swiss town that commands the valley leading up to the Grand Saint Bernard Pass from the valley of the Rhône above Leysin. It is a place to stop for a meal on the high road to the warmer south or it wears its history so lightly that, but for the castle in ruins on the hill, it might almost have forgotten it had it one. But 12 years ago a private tragedy in a prominent local family set in train a sequence of events that, while not transforming overnight the face of the town, has certainly changed the view it takes of itself in its cultural relation to the rest of Switzerland and the world at large.

In the summer of 1976, Pierre Giannadda, a naturalist and collector of animals, died as a result of burns he sustained in trying to rescue his fellow passengers from the wreck of the light aeroplane in which they had been returning from an expedition into Upper Egypt; he was 35. His younger brother Leonard, engineer and architect, at once decided to set up a museum on their property in Martigny where, as it happened, the traces of the early Gallo-Roman settlement had already been uncovered. So the Foundation was established, and as the building went on and more remains came to light, so they were incorporated into the general scheme.

Part archaeological museum,

part concert hall and arts centre, part art gallery, part museum of vintage motor cars – which was a particular interest the brothers shared – the Pierre-Giannadda Foundation this year celebrates its 10th anniversary with a major exhibition of paintings from the Museum of São Paulo in Brazil. The open interior of the building betrays at once this functional generality and, while it can hold a considerable audience for its concerts, is indeed able to attract performers of world class. I was lucky enough to hear a recital by the American singer, Barbara Hendricks, the space available for its exhibitions is comparatively limited.

But it is a tribute to the quick-maturity of the Foundation and a nice comment on the national character of the Swiss that, for all its practical limitations and apparent informality, it should still attract exhibitions of the highest quality. Klee, Picasso, Goya, Rodin, Klimt, Schiele have all been subjects of major exhibitions. Last year it was Lautrec, Giacometti the year before.

This year's exercise has two parts. The first, which was the part I saw, on show from March until late June, *Frost Raphael to Corot*, took us in fact from the Italian primitive Master of the Bargello by way of Daddi, Mantegna, Bosch and Memling, Reynolds, Goya and Delacroix to Boldini, which is in no sense a

complaint. The loosely chronological hang did mean that one trick was missed, for the chance was there to put three magnificent full-length portraits across the centuries directly side by side: Velazquez' proud Duke of Olivares, Goya's delicately ambiguous Cardinal de Bourbon and Gainsborough's airy, ineffably mild-mannered Marquis of Hastings – three essays in the same subject and manner, so much the same yet so very different. But then all could be compared by a turn of the head.

There too was Holbein's doomed Lord Surrey; a Titan half-length; a Rembrandt self-portrait in early middle age; Hals; Chardin; Pater; Courbet. The large unfinished conversation piece by Reynolds of the Crutched Friars children was fascinating, not least for the most complete and touching study of their young black servant. More intriguing still were the 17th century Brazilian landscapes by Franz Post, with the jungle underground alive with exotic beasts – Donatour Rousseau before his time but far from naive. Most surprising were Nattier's four symbolic portraits of the immovable daughters of Louis XV – Earth, Air, Fire and Water, clearly assigned by temperament. The Memling was perhaps the single most lovely painting, a close group of Mary and her women, supported by St John the Evangelist, at the foot of the

Cross, as intense in its humane realism and psychological insight as in its devotion.

The second tranche of São Paulo treasures, *From Monet to Picasso*, by way of Manet and Cézanne, Bonnard and Vuillard,



Detail from Hans Memling's 'Mary and her women, supported by St John the Evangelist, at the foot of the Cross' (1480/90).

Degas and Matisse, Hodler, Renior, Gauguin and Van Gogh, Lautrec, Modigliani and Soutine, have been on view since early July and continues until November 30. I shall not discuss what I have not seen in context, though many

of the works are familiar.

Madame Cézanne in red is there,

and Manet's Amazon, Vuillard's Princess Bibesco at ease in her drawing room, copious Degas, even more Lautrec. It will be hard to resist a second visit.

Iolanthe/Cambridge Theatre

Martin Hoyle

As the band of the Grenadier Guards played gongs from the Savoy operas, Lord Wilson and Mr David Owen were seen to sing along happily, an almost Gilbertian scene, played-out, ironically, on a sunny evening in Seven Dials, now a far cry from the Victorian warren of thieves' kitchens that prompted the tongue-in-cheek reference in the very opera. A happy chance that we had come to see.

Iolanthe opens a season by the reconstructed D'Oyly Carte Opera Company at the Cambridge. To repair one of the siller blunders by the Arts Council in letting the original company die, British Midland has led the way with sponsorship, and the nine-week London visit comprises *Iolanthe* and *The Yeomen of the Guard*, a welcome reminder of one of the few beacons in the darkness of the British theatre between Sheridan and Shaw.

Memories of terminal D'Oyly

Carte schleppe were immediately dispelled by the overture. A decent-sized orchestra, not the variable ad hoc group of the old days, was at crisp trim as the Malcolm Sargent '78 10 p.m. I was brought up on. Brewster Rovey's tempi are brisk: "The Law is the true embodiment" went at a fair lick; the Nightingale Song must be the quickest on record, more a patter number than a descriptive piece; and "When I went to the bar" with the triple-time vocal line over triple-time accompaniment was rhythmically clear and articulate.

The streamlined approach loses something in delicacy but scores in such moments as the entry of the Peers. A contingent from the Grenadiers' hand added incisive brass thrums from boxes in the auditorium – without drowning the 15-strong House of Lords on stage. Choral singing was of a high order throughout.

Peter Walker's production has slightly too much whimsicality, too many comically perplexed looks at the audience, and certainly too much distracting hokum by the chorus. The stage pace, like the music, could breathe a little more, an impression confirmed by the dictum – not all as crystal-clear as it

should be.

Richard Suart's Lord Chancellor is potentially first-rate, avoiding corny comic clichés and dealing well with the dialogue. Gillian Knight's Fairy Queen, resplendent in Memling's curly booms happily, back in the company from which she went on to Bizet and Rossini. Vivian Tierney (Phyllis) overcomes a slightly wobbly quality to achieve some lovely vocal effects in "For riches and rank." Thoré Ker (Iolanthe) and Gareth Jones (Private Willis) are satisfactory, but Terence Sharpe's Mountararat needs to project his words more pointedly (odd complaint for a distinguished Verdian). Hugh Hetherington's throat infection necessitated Martyn Harrison's vocal contribution from the pit; a shame, since his Lord Tolloller has Breit Wooster's profile and teeth, and a finely-judged line in fatuousness. This is possibly the best acted performance, even with no singing voice.

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Paul Bunyan/RCM

Max Loppert

Britten's 1941 American operetta is the end-of-year offering of the Royal College of Music Opera School in the (happily named) Britten Theatre, and is a winner. The recent semi-staged *Paul Bunyan* at the Edinburgh Festival, with singers from the new English Classics recording, may have seemed a hard act to follow, but Mike Ashman's production, intelligent, sharp-witted, and imaginatively shaped to student ability – provides a bounty of new things to enjoy and admire in the work itself.

Outbursts of jejune whimsy and checked-shirt posturing have been avoided; the basic image is set at the start, of players in evening dress placing the focus somewhere between Brecht-Welt detachment and cabaret. The set (designer, Bernard Cusihaw) is similarly non-naturalistic; in this sort of environment an entertainment with hints of allegory and ironic pageant can flourish. Mr Ashman's way of weighing up comic tone and pacing events light and (occasionally) dark has drawn an enthusiastic response from his cast, measured in the speed and ease with which the whole show moves. (The introduction of the Ballad Singer, which offer rich embarrassment potential, are excellently judged and executed.) The title role is presented on stage, rather than being as (originally intended) only a voice from offstage, but as this is

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Damp squib for lawyers

THE MARRE Committee report has been eagerly and fearfully awaited by the British legal profession in general and equal barristers in particular, because lawyers have wanted a firm conclusion to the old bickering between the two branches of the profession. Fearfully, because both solicitors and barristers have been worried that they would each get less than they felt they deserved and that one side would somehow win a battle over the other. It has been seen as a private fight with the interests of the consumer amounting to little more than a stick to beat one another with. In the event, the profession and the public have ended up with a lacklustre report.

The committee has shied away from some of the central issues affecting the future of the profession. Instead, it has concentrated on the questions of direct access by the public to barristers, solicitors' rights of audience in the Crown Court and the eligibility of solicitors for appointment as High Court judges. There was a widespread fear at the Bar that there would be a recommendation favouring general direct access. The committee has favoured a more limited right confined to other professions, such as accountants. This is a sensible and long overdue reform which can only benefit both barristers and business.

Modest extension

Again, although there will be much grumbling by the Bar, the modest extension in solicitors' rights of audience for all Crown Court cases was inevitable. Indeed, in the long run, such a change may make little difference to the profession, since solicitors will often consider it cheaper to instruct counsel in such matters rather than attend court themselves. Everything will depend on how effectively barristers now demonstrate their claimed superiority as advocates. If there is seen to be little to choose between them and their solicitor counterparts, then there will be fusion of the two professions, and rightly so. The public cannot be expected to fund a dual system in the absence of compelling practical reasons for retaining it.

Likewise, the eligibility of

solicitors for appointment as High Court judges is to be warmly welcomed. It is nonsensical to suppose that there is some obvious difference in talent between the two branches which demands that only barristers can be full time senior judges. The counter argument is that the Bar's greater forensic experience means a faster and more incisive resolution of trial cases. In the short term, this may be right; in criminal cases, it may prove true in the longer term as well. But lack of immediate experience should not be allowed to deprive the community of such an obvious bank of expertise, particularly in the commercial field.

Instead, the fraught three-month negotiation between Brussels and London promises to be a cliff-hanger right to the end: BAE will wish to exchange their lucrative practices for the rigours of public service is another matter. But that is no justification for denying them the opportunity.

Restrictive practices

So much for the good news. But there will be widespread disappointment that the committee has not adopted a bolder and more forthright line on the perceived restrictive practices of the profession. A high level of expectation has ridden on the back of the Marre Committee's work which may well have outstripped the original intentions. The committee has shelved the question of multi-disciplinary legal practices and opposes any change in the present prohibition of partnerships between barristers. It safely concludes that both branches of the profession should investigate ways to reduce the barrier to transfer from one side of the profession to the other. There is much chatter about education and modern teaching methods. None of this is enough.

This report was expected to be controversial. It was hoped that there would be imaginative and far-reaching proposals which could act as the engine for radical reform. Since the 1978 Benson Royal Commission on legal services, it has been generally accepted that future change in the profession was inevitable. Both the lawyers and the public expected it. The Marre Committee has done no more than coyly open the door to fusion and then try to shut it again. Such a lack of courage is to be deplored.

The future of Hong Kong

THE BRITISH House of Commons tomorrow debates Hong Kong. This is probably its last chance to make plain to the British and Hong Kong governments its concern for the future of the people of Hong Kong before the balance of power switches to the reassertion of Chinese sovereignty in 1997.

Under the 1984 Sino-British Joint Declaration, the British colony will be reintegrated into China as the Hong Kong Special Administrative Region, supposedly endowed with a special status ensuring the rights and freedoms of its people for at least 50 years. Public consultation on a draft of the proposed basic law covering Hong Kong after 1997 ends in September. The final version will then be drafted and promulgated by the Chinese National People's Congress, after which China will be able to argue logically that everything must be consistent with the basic law.

The Joint Declaration was perfectly vague and ambiguous, leaving much detail to be negotiated later. The Chinese proved exceptionally obstinate and the British, fearful of souring relations with Peking, appeared rather feeble. It is regrettable, for example, that a more determined effort was not made to persuade the Chinese of the virtues of the British desire to start introducing direct elections into the colony's political system from this year.

Nationality issues

It is equally unfortunate, with hindsight, that the British Government took such a mean-spirited approach to nationality. The result is that holders of British passports will be declared Chinese citizens involuntarily and, because citizenship for British National (Overseas) passport holders lasts only one generation, many children will be saddled with a different nationality from their parents. Additionally, Britain has decided that the normal immigration laws will apply and no special exemptions will be allowed for Hong Kong, removing the security of an open door if the worst came to the worst. Even at this late stage it would be worth trying to bring more humanity and common sense to these issues which, more than anything else, are thought to be causing the accelerating "brain

drain" from Hong Kong to Europe, Canada and Australia.

Some of the draft basic law's most serious departures from the letter and the spirit of the Joint Declaration concern the independence of the judiciary, the degree of autonomy of the Hong Kong Special Administrative Region, the method of selecting the chief executive and human rights.

The Joint Declaration guaranteed the continuation of the existing legal and judicial system after 1997 and a number of clauses in the draft basic law seem to imply that. But several later clauses will, unless pressure causes them to be deleted or rewritten, undermine that objective completely, particularly that allowing the Chinese National People's Congress to interpret, revoke or invalidate any of the Hong Kong laws at any time.

Self-determination

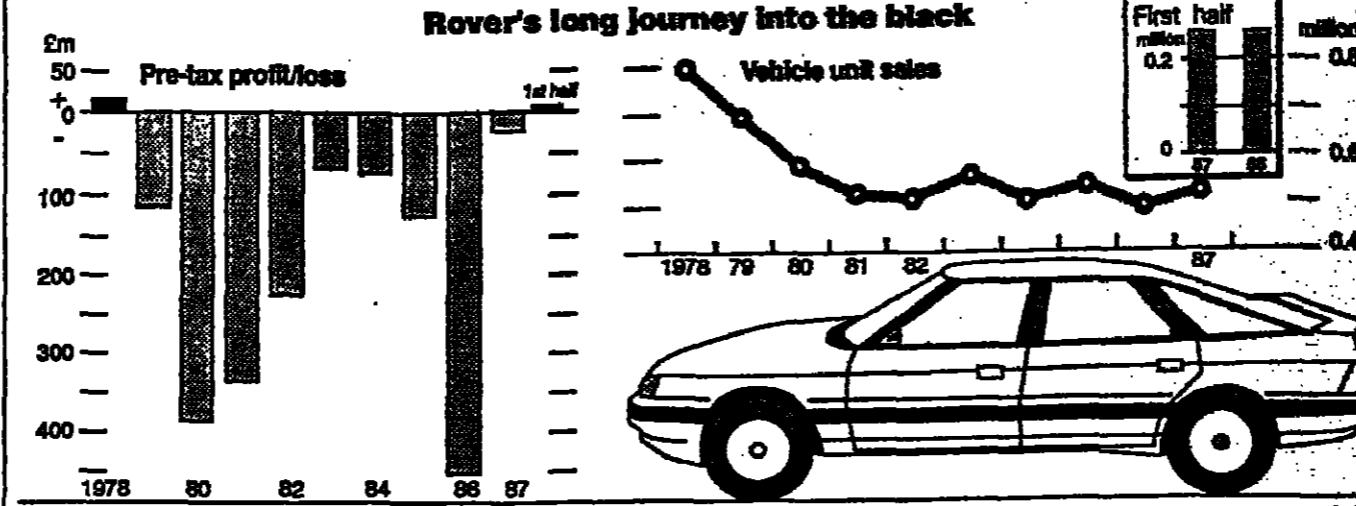
The issue of allowing the people of Hong Kong some self-determination arises again over the formation of the first post-1997 administration. The draft law proposes a series of steps, all in the power of the National People's Congress, which effectively amounts to the direct appointment from Peking of the first chief executive and the first legislature.

The intent of the Joint Declaration was that the people of Hong Kong should have a say.

On human rights the specific list of guaranteed freedoms is inadequate according to such widely accepted criteria as those laid down in the International Covenant on Civil and Political Rights. Among the omissions are freedom from torture, inhuman or degrading treatment, freedom from forced or compulsory labour and the right not to be subjected to retrospective criminal law. Even the Chinese might be embarrassed to resist public demands for the inclusion of some of these in the revised law.

Britain's record as a departing colonial power is mixed; it is not enhanced by the prevalent impression that it has caved in to Peking on too many issues concerning 1997 for the sake of comfortable Sino-British relations thereafter. Any additional safeguards that can be secured now, however slim the chance of their being observed later, would be better than walking away from 50m people.

William Dawkins and Kevin Done on the startling twist in Rover saga



The suitor hesitates

EUROPEAN Commission officials

were briefly confident yesterday that all parties would be satisfied by the Brussels announcement on the future of Rover, apparently clearing the way for the Commission to implement its tough approach to the car industry. The next case due for a ruling, probably by the end of the year, is the Brussels inquiry into what it believes may prove to be the artificially low price which Fiat paid in 1986 for Alfa Romeo, the Italian state-owned car maker.

Until the last-minute hitch, the deal came after big compromises on all sides. Its starting point is a deal agreed between BAE and the Government under which Lord Young, the Trade and Industry Secretary, could wash his hands of this troublesome last vestige of public ownership of the British car industry — and do so at a cost to the taxpayer some £250m less than the original arrangement made in March.

But no sooner had a full meeting of the Commission ratified the deal, than BAE asked for more time to consider it. Initial indications from London promise that the Commission is allowing the Government to grant up to £75m of regional aid for new investment in Rover plants in Longbridge, Solihull and Llanelli — a concession introduced at the Brussels authorities' own instigation.

The regional spending, if fully granted, would bring the total Rover aid allowed up to £257m, a £25m cut from the original plan. However, the deal also includes important tax concessions:

• Rover can write off £300m of past trading losses against the car company's future earnings, which could reduce its tax bill by up to £70m. This concession was included in Lord Young's original agreement with BAE; contrary to earlier indications, the revised deal does not allow BAE to offset Rover's losses against its own profits.

• BAE can, however, transfer to its own accounts up to £250m of tax write-offs for potential capital losses incurred by the car maker and unused Rover capital allowances in the original agreement: these were to be restricted to Rover, and would not be available to its new parent. The real extent to which BAE can actually make use of this concession to cut its tax bill is unclear. Mr Peter Sutherland, the EC's competition commissioner and architect of the compromise, estimates that the transferable tax breaks could be worth £17m to £25m.

To what degree BAE has been privy to the details of Lord Young's negotiations with Brussels is not clear, although the company's terse and cryptic statement yesterday, saying it was only aware of the Commission's proposals "in outline," suggests it was not.

What is clear is that the Rover deal, under the far more onerous conditions insisted on by Brussels, has suddenly lost much of its savor. Professor Smith's last-minute bout of stage fright will make it difficult for him to persuade already sceptical shareholders, investors and unlockers that the Rover takeover is still the "deal of the decade" full of short-term financial gains and long-term industrial synergies.

While the deal has been under negotiation other important factors have been changing favourably for BAE, however, perhaps reducing the attractions of purchasing Rover. Earlier this year BAE was being forced to announce a £20m provision to meet expected trading losses on civil aircraft orders and assumed sales. The sharp decline in the dollar was undermining its ability to compete in global civil aerospace markets and commanding existing losses.

City analysts argued at the time that with the civil division unlikely to be profitable for a considerable time, Rover was attractive because it diversified risk and promised an early earnings recovery. Since then BAE's prospects have brightened considerably. The sterling/dollar rate has shifted to the extent that hedging can be affected at much more favourable terms than assumed in striking the proviso. The negotiations had initially seemed an impasse until Mrs Thatcher pleased with Mr Jacques Delors, the Commission's president, for a fast decision when they met at last month's Toronto and Hanover summits.

When Lord Young and Mr Sutherland patched up a deal in principle at a private meeting in Brussels on July 5, the British minister was left with the task of returning home to cajole Professor Smith into accepting it. That is proving the hardest part of the process. EC officials understood until yesterday afternoon that Professor Smith had given the go-ahead on Monday. But now they are waiting for the result of the dog fight going on in London.

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price of a demonstration that chemical weapons can be used with military effect and without significant political cost.

In terms of Iraq's domestic politics, publicly analyzed here by Charles Tripp, a lecturer at London University's School of Oriental and African Studies, President Saddam Hussein has got away surprisingly well with his controversial blunder in starting the war in 1980. Tripp describes very convincingly the miscalculation on which this blunder was based. Saddam assumed that the Iranian revolutionary regime was a soft弱 image of its own and would therefore be fatally weakened by its dismantling of the Shah's repressive apparatus. Likewise, he concluded at the end of last year that "an Iranian military victory now looked more improbable than at earlier times," since "Iran's will had not been broken and it appeared less likely to collapse" — a conclusion only strengthened by recent Iraqi victories. This led him to suggest that "it would be wise to withdraw quickly to a military defeat by seeking accommodation with Iraq in order to free its hands to deal with its domestic opponents.

In fact it turned out to be a very different type of regime and Saddam found himself fighting a far more protracted war than he envisaged. Unjustly, perhaps, it seems none the less to have strengthened his personal position, as the war rapidly turned into a defensive war in which his survival in power has become symbolically identified with the survival of Iraq as a state. Even so, Tripp argues that this has accentuated the fundamental "discontinuity" between the actual basis of power, essentially personal and tribal, and the nationalist ideology, based on a common language and/or a territorial state, which is used to legitimate that power. Thus the war may have weakened the regime in the long run.

Clearly at the moment the war is going Iraq's way. Iran is now in difficulties economically as well as militarily. But its regime has so far shown a remarkable capacity to ignore economic problems in its determination to continue the war. In a war of exhaustion, Iran retains the crude but telling advantage that there is an awful lot more of it to exhaust. Philip Shor, in his useful recent paperback on *Muslim Fundamentalism*, points out that in 1983 Iran's war expenditure, although higher than Iraq's in absolute terms, represented only 8.6 per cent of gross domestic product, whereas Iraq's was 57.1 per cent.

On the Iraqi side things look much clearer for the moment, although those in the West who are tempted to feel smug about Iraq for holding back the Islamic tide should surely ask themselves whether such a victory was not too dearly bought at the cost of ruin in a nation.

*Paladis: £4.95

Edward Mortimer

Kensington's records

Whatever the result of the Kensington by-election today, it is bound to go into the record books.

It is the first of the new Parliament and comes after the longest period without a by-election in modern British history. It may also be a record of a kind if a government that has been in power for nine years retains a fairly marginal seat early in its third term.

For purposes of comparison, the Attlee Government of 1945-50 never lost a single by-election; nor did the second Attlee administration of 1950-51. It was only in the late 1950s that by-elections took on a wider significance when the Conservatives lost Torrington to the Liberals.

After that, by-elections became a political barometer. They were a test not only of how a government was perceived to be doing, but of when it could risk going to the country for a general election.

Nothing like that applies in Kensington. The nearest comparison may be with the first by-election of Margaret Thatcher's second administration when the Tories came close to losing Penrith and The Border to the Alliance. When the Conservatives lost to the Liberal Democrat candidate in the first by-election, the result was that the sitting member, Willie Whitelaw, to the Lords.

In Kensington the Government is not the only party to be concerned about the result of the by-election. Sir Brandon Rooks Williams, the MP for 20 years, simply died.

That may help to explain the widespread sense of apathy in the constituency. It has been hard to come across many people who want to vote. The split in the Liberal-SDP alliance has increased the feeling of indifference. It is a small constituency anyway and the poll is traditionally low.

Presumably next year, the bicentenary of the original Quaker Jüttel, a special effort will have to be made.

Howe's double loss

Sir Geoffrey Howe, the Foreign Secretary, is about to lose two of his most trusted and cleverest assistants. His principal private secretary, Anthony Galsworthy,

was Head of the Foreign and Commonwealth Office's Hong Kong Dept after being Head of Chancery at the Peking Embassy from 1982-84. He is going off for a year to do what he knows best: write about Hong Kong.

Galsworthy is joining the staff of Chatham House to do a research project on the 1982-84 Anglo-Chinese negotiations, which ended in an agreement on the transfer of the colony to China, and which he was closely involved in from beginning to end. It will be interesting to see how much he reveals.

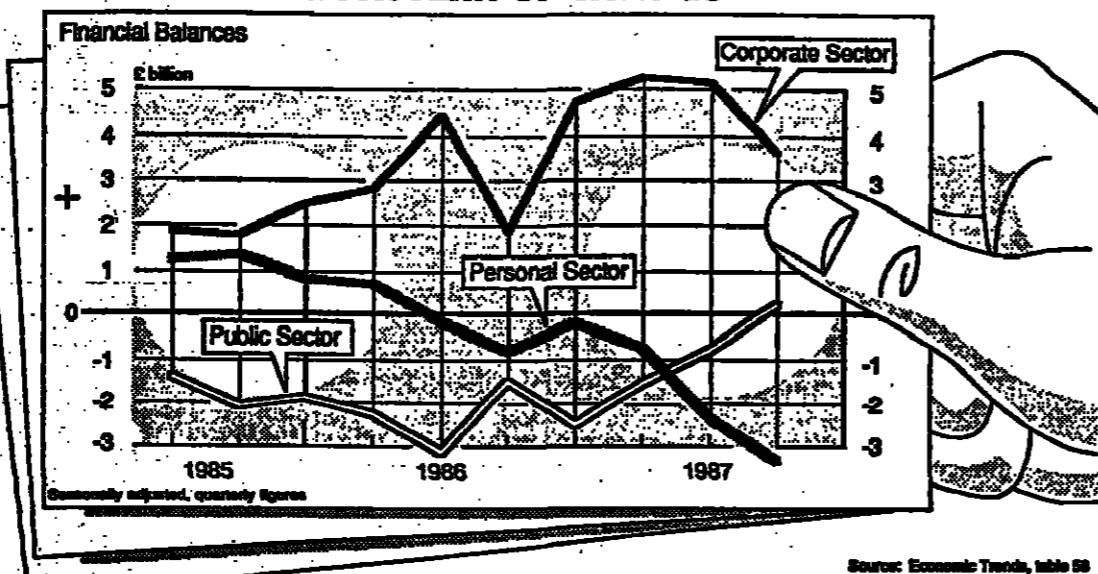
Christopher Meyer, the amiable, if sharp-tongued 44-year-old Head of the FCO

ECONOMIC VIEWPOINT

Benign neglect, British style

By Samuel Brittan

THE CHANGING PATTERN OF SAVINGS



DURING THE 1980s economic analysts have become familiar to the point of exhaustion with the twin US deficits — the Budget deficit and the deficit on current account.

The two are of course not the same, but they are related by the savings and investment approach to the balance of payments. The current account deficit is no more and no less than the difference between domestic investment and domestic savings. The Budget deficit is a form of negative saving and has been a chief contributor to the overall fall in the US savings rate.

These considerations have led to the obvious conclusion that it is not enough for the dollar to fall from its 1985 peak. A shrinkage of the current account deficit also requires an improvement in US net savings, to which a reduction in the Budget deficit would be expected to contribute.

What happens if the savings and investment approach is applied to the UK current deficit, which the Chancellor refuses to take as seriously as the City analysts, to the ever-intensifying fury of the latter?

The British case is almost the opposite of that of the US. The public sector deficit has vanished. On the other hand the private sector has experienced both a fall in its savings rate and a rise in its investment rate — the difference between the two is the net private sector savings rate. The fall in this rate has far more than offset the improvement in the public sector balance and has been reflected in the deterioration in the current balance of payments.

The size of the deterioration is clouded by statistical fog. Net national savings, despite their steep fall, remained positive in the last quarter of 1987. But the current balance of payments, which by definition should be equal to it, had already moved into the red. For the year as a whole, the notorious "balancing item", which shows the difference between the two, was positive to the tune of £3.2bn.

Despite the resulting uncertainty about its size, there is little doubt that the UK current account is now in deficit. The basic Treasury argument for not being unduly concerned is that a current account deficit which reflects private sector behaviour is an entirely different animal from a deficit associated with large Government borrowing, as in the 1960s or in the US in the 1980s.

As Nigel Lawson put it in a speech on July 7: "The deficit of the past were associated with excessive Government spending and borrowing. Today, the Government's finances are to all intents and purposes in balance, without taking account of privatisation proceeds; and the current account deficit is entirely a private sector phenomenon, with British business in effect

investing on an unprecedented scale and financing this in part from funds from overseas. So the current account deficit, which follows shortly after seven successive years of surplus, in no way detracts from the strength of the British economy."

There is some ambiguity in this and other statements. Is the current account deficit of little moment because it reflects rising investment financed in part from overseas? Or is the more far-reaching claim being made that private sector financial behaviour as such is not the Government's concern? It is also unclear whether the Treasury believes that the present deficit can be disregarded only because it follows years of surplus; or whether it could be disregarded in any case.

The UK Treasury's public conversion to a form of "benign neglect" of the current account has happened too quickly and at too suspiciously convenient a moment. Since the Second World War, economic policy discussion has been dominated in most countries by the supposed centrality of a balance of payments constraint. Faithful readers will know that I never shared this view. But if public and financial opinion are to be changed, a long and careful process of education is required. Nor would there be any harm if the Chancellor distanced himself from the debate a little so that he left fewer hostages to fortune.

Why should a deficit originating in the public sector be so fundamentally different from a private sector one? The view held by senior Treasury advisers

is that the private sector is ultimately self-stabilising — or at least that Government attempts to stabilise the private sector will make any instability worse. This is what is meant by the rejection of fine-tuning. Just as the Government refused to boost the public sector deficit in defiance of 364 economists to offset high intended savings by

The Treasury's conversion came too quickly and was too suspiciously convenient

the private sector in the recession of 1980-81, this time it is equally reluctant to increase the Budget surplus to offset a fall in private sector savings.

Behind the Government's reasoning lies the fact that, in the past, the private sector tended to be in balance or have a surplus. Its recent deterioration can be ascribed to financial deregulation and also to more optimistic beliefs about long term personal income prospects. Both these changes can be regarded as once-for-all. For when new and higher personal debt-to-income ratios have been firmly established, personal savings should, it is argued, return to something nearer their earlier trend.

A further vital plank to the Treasury case is that it is itself committed to a firm nominal framework. By this is meant some financial safeguards to make sure that inflation is held in

check, whatever the private sector does. Without such a framework, there is always the risk of a deterioration in overseas confidence setting off a sharp fall in sterling, which could in turn lead to a whole chain of inflationary consequences. The implication is that

the current account deficit is not so much being set aside; it is rather the judgment about when it is excessive is being handed over to the foreign exchange market. Sentiment there can change very rapidly as the Americans have discovered. When this happened in the case of the dollar in 1985 the Reagan Administration was more than happy to acquiesce in a major dollar depreciation. Such a depreciation would be incompatible with the British Government's counter-inflationary framework and interest rates would have to be jerked up sharply to protect sterling. The language and detailed timetable might be different for those who prefer to state policy in terms of "M0" (that is, the total of cash balances in the economy), but the end result would be fairly similar.

It remains to be seen how much weight the foreign exchange markets will give to the distinction between privately generated deficits and the Government-induced variety; or how patiently they will wait for the self-regulating corrective to work. As the Chancellor likes to remind us when making the case for exchange rate management, financial markets can be very short-term, heraldic and populist. Some independent economists would say that a privately generated deficit may not

be handled well by the market.

Second there is the lack of a firm long term commitment to de-sterilising the D-Mark or to any other non-inflationary anchor. This makes it more difficult for the government to take in its stride temporary inflationary movements of domestic origin.

I fear that so long as the Prime Minister can prevent change in both these areas, the Treasury's "hands off" aspirations are vulnerable to rude shock.

matter if it reflects overseas borrowing to finance investment, but that it does matter if it finances increased consumption. As usual, however, the statistical evidence is inconclusive. There has been both a fall in the private sector savings rate and a rise in its investment rate. The balance between the two forces depends crucially on the time over which the comparison is made.

Other critics would accept that there is no reason why a capital importing country, such as the US in the 19th century, should not run a current deficit for decades at a time. But they fear that the sudden plunge into the red of the UK current account reflects inflationary pressures rather than a major structural shift brought on by a supply side miracle.

Ironically, there is no evidence to link this particular drought with the greenhouse effect.

The Treasury would accept that monetary policy has in practice been too loose. First there was a worldwide relaxation of monetary policy after the Wall Street crash, which was probably an error in the right direction.

Secondly, UK interest rates were

reduced in the spring to offset a surge in

sterling, which was equally justifiable,

but would have made much more sense in the context of a clearly articulated exchange rate policy including words as well as action. Thirdly, there has been a sheer forecasting error — neither surprising nor reprehensible, provided it is not explained away.

I would myself draw a distinction between the downgrading of the current balance of payments, which is overdue, and neglecting the financial behaviour of the private sector.

It is one thing to be continuously trembling over the growth of credit. It is quite another to deny that private borrowing can ever have inflationary implications. Similarly it is one thing to have a medium term objective of a balanced budget but quite another to assert that discretionary changes in fiscal policy need never be used to reinforce the control of nominal demand.

There are two specific weaknesses in relying on short term interest rates alone at present. First, the tax encouragement to home ownership boost the demand for credit and raise the rate of interest compatible with non-inflationary growth, thereby intensifying the conflict between exchange rate stability and domestic inflation.

Second there is the lack of a firm long term commitment to de-sterilising the D-Mark or to any other non-inflationary anchor. This makes it more difficult for the government to take in its stride temporary inflationary movements of domestic origin.

I fear that so long as the Prime Minister can prevent change in both these areas, the Treasury's "hands off" aspirations are vulnerable to rude shock.

Lombard

Time to fight the greenhouse effect

By Clive Cookson

SINCE the 1960s environmental scientists have been warning that the greatest long-term threat to life on Earth, short of an all-out nuclear war, is the greenhouse effect caused by the build-up of carbon dioxide and other pollutant gases in the atmosphere.

One now, however, is the greenhouse effect beginning to appear as a issue on the international political agenda, because scientists are taking advantage of the fact that the US drought would probably be even more disruptive.

Even in the current period of worldwide agricultural surpluses we cannot distribute enough food to prevent millions of people starving in Africa. If there is a worldwide food shortage the outlook for the poor countries does not bear thinking about.

There is no possibility of tackling the the greenhouse effect through a technological quick fix. Carbon dioxide produced by burning fossil fuels — mainly coal and oil — is responsible for about half of the greenhouse effect. Since it is the main product of combustion, the quantities of carbon dioxide are far too large to remove from exhaust or flue gases in the same way as oxides of nitrogen and sulphur which come from impurities in the fuel.

The only feasible way to reduce global emissions of carbon dioxide is to burn less coal and oil. That means, for example, developing more efficient car engines and power station burners and above all it means promoting energy conservation far more seriously than any government has yet attempted. In addition, there will be an increasing role for non-carbon energy sources — both renewable ones such as wind, solar and tidal power and, environmentalists must admit, nuclear power.

Some of the other "greenhouse gases" are easier to control. For example, effective steps are being taken to phase out chlorofluorocarbons, used in aerosols and air conditioners, as part of the international agreement signed in Montreal last September to protect the "ozone layer" of the upper atmosphere.

What is needed now is a much more wide-ranging agreement to tackle all atmospheric pollution, taking in the related issues of acid rain, the ozone layer and, most importantly, the greenhouse effect. The shrivelled crops of the Midwest will be a blessing if they prompt the world's politicians to draw up an international law of the atmosphere.

Letters to the Editor

The EC and quarantine restrictions

public health objectives in question.

On the first point, my local vet in Belgium says he cannot recall any report of a single fatality from rabies in the country.

When my family goes on holiday in France, we respect the regulation that our dog has an up-to-date rabies vaccination. My vet also tells me that there is no known case of a vaccinated animal contracting rabies. The present quar-

antine rules seem excessive, even supposing that frontier controls were to remain.

On the second point, let us suppose that a small fraction of the resource costs of customs procedures is notionally allocated at present to rabies control, but that this is redeployed in the future to the National Health Service (NHS).

Would not the welfare — and

in particular, the health — of the British people be improved? Is this (comparative static) argument alone, not enough, before introducing (dynamic) considerations relating to the need for increasing migration flows in the European labour market, in particular of business managers and marketing personnel, for the full benefits of market integration to be harvested? Achieving the full benefits also requires the clear elimination of frontier barriers more generally. In this way, an even bigger dividend could be handed over to the budget of the NHS.

I doubt very much that an objective cost-benefit analysis prepared in a 1982 context, would justify the present regime.

Michael Emerson,
59 rue Clement Delpeire,
La Hulpe,
Belgium

From Mr Michael Emerson.
Sir, I much appreciate that Edward Mortimer (July 5) has raised issues relating to the introduction of EC frontier controls. It is high time that there was an objective debate on these questions in the UK.

As a British subject resident in Belgium, with family connections in both England and France, each year I am amazed at the British rules for the importation of domestic pets. A holiday with the pet in a kennel poses a problem. A switch of residence, involving months of quarantine for the pet, is often a matter of great anguish if not a binding constraint.

There are two distinct issues:
i) Whether the present quarantine restrictions on domestic pets are sensible or not;
ii) Whether frontier controls are a sensible way of pursuing the

Paying by degrees

From Mr David Dunstan.
Sir, David Thomas's sad tale ("University challenge that will not go away", July 2) of the financial difficulties of universities with shortages of students who are themselves penniless because of erosion of grants, contrasts with Michael Prowse's ("The tyranny of paper degrees" (June 27)).

Mr Prowse's suggestion that degrees should have an expiry date of five years would be a disaster. The significance of a degree is that it is not achieved without considerable effort; and that it is a formative influence on the graduate. Degrees have become progressively more important and will be more so. It takes job changes to realise their worth.

He overlooks, however, a significant aspect of paper qualifications. Membership of a union, of

a professional body, or of almost any occupationally relevant society, carries an annual subscription fee; failure to pay these dues will result in withdrawal of the right to quote the qualification. If a degree is so valuable an occupational asset, perhaps the university awarding it might charge all its students an annual sum for the right to quote it?

David C. Duncan,
TEAM
(Management Appointments),
The Old Barn House,
High Road Eastgate,
Pinner, Middlesex

Facts dictate conclusions

From Mr Bill Robinson.

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the good name of Orion which, in my view, has acted in an entirely proper and professional manner in dealing with this case, but also to suggest that it is unworthy of any trade union blantly to attempt to exploit the situation to further their own wider ambitions.

It is clear from the misrepresentation of the facts that it was not the best interests of the individual, that were central to the involvement of the TGWU in this matter.

Miss Jenkins was employed as an assistant supervisor at Orion. She has never held the office of shop steward at the plant.

As a member of monthly paid staff, Miss Jenkins would not have been entitled to union representation during her dismissal, as the current union agreement applies to weekly-paid production and clerical staff only.

I therefore consider it important to furnish you with the facts. I not only wish to defend

the good name of Orion in dealing with this case'

From Mr Wyn Bevan.
Sir, I view with some surprise and disapproval the article "How erupts at Orion Plant over steward's dismissal" (July 8).

On discussing the matter with Orion Electric (UK) Management, it was evident that the majority of details in your article relating to the dismissal of Miss Nerys Jenkins bore no relation to the facts. The tone of the article was quite clearly designed to suggest that there was a TGWU (transport workers' union) related reason for the dismissal, presumably in an attempt to make capital out of the current publicity surrounding the joint agreement between Orion and the ETSU electricals' union.

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Thursday July 14 1988

Peter Montagnon reports on efforts to dispel fears for external trade relations

Looming shadow of fortress Europe

FOR non-Europeans one of the most worrying aspects of the European Community's plan to create a unified internal market by 1992 has long been its impact on external trade policy.

The EC has come under pressure to spell out the reasons why the internal market will not lead to the creation of a fortress Europe in which the internal barriers will, only to be replaced by more impregnable walls around the outside.

This week in London, Mr Willy de Clercq, EC Commissioner responsible for external trade, gave a first detailed glimpse of the concepts that are now being developed to guide trade policy after 1992.

In essence, he told an audience of businessmen, diplomats and journalists that the idea was not to create a fortress, but to use the dynamism behind the internal market as a negotiating lever to promote the laudable goal of worldwide trade liberalisation. The key concept, he said, was "what I call overall reciprocity."

Despite the force of this message, the EC is in fact still a long way from formally laying down the form that this policy will take. The Commission itself is known to be wrecked by divisions and member governments are a long way from any agreement on detail, as is shown by the controversy over the reciprocity rules contained in the draft new EC banking directive.

But if Mr de Clercq's approach is to stand at face value, it is not one that will provide much comfort to Europe's trading partners, however reassuring and beguiling the language in which it is couched.

There are three main strands to the emerging concept of EC trade policy after 1992 as he expounded it this week in London.

First, he insisted repeatedly that the single market would not lead the EC into actions that conflicted with its international obligations under the General Agreement on Tariffs and Trade (GATT).

Second, he was adamant that the economic advantages of opening up the European market should not be extended unilaterally to third country trading partners, from whom reciprocity would be demanded in return.

And third, there would be a small hard core of areas such as motor vehicles, imports from certain East European and developing countries, and textiles where import restraint would have to continue. This would have to be handled on a Community-wide

1992
THE
EUROPEAN
MARKET

Assurances by EC
Commissioner Willy
de Clercq (right) this
week that the single
market will not
mean a closed
market are likely to
be greeted with
scepticism outside
Europe



basis, instead of at national level as it had until now, because after 1992 there would be no national barriers to trade within the EC and individual trade restrictions would therefore be impossible to apply.

At one point Mr de Clercq was asked why the EC was so adamant in insisting on sectoral reciprocity, as for example, in the field of financial services, when it had complained bitterly about such clauses in the US trade bill most of which had eventually been watered down or removed.

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We shall be ready and willing to negotiate reciprocal concessions with third countries, preferably in a multilateral context but also bilaterally. We want to open our borders, but on the basis of a mutual balance of advantages in the GATT," he said.

In effect, he was placing trading partners on notice that the EC did intend to seek trade concessions from them in exchange for access to the European internal market. What these trading partners are still uncertain of, however, is quite what his con-

cept of reciprocity is supposed to mean in practice.

The fear is that the EC, under pressure from protectionist-minded industries and governments, will use it as a weapon to make unreasonable demands that go beyond the spirit of the GATT, to which Mr de Clercq said the EC would stick but which is also notoriously open to differing interpretation.

Mr de Clercq was also studiously vague about the kind of reciprocity the EC would demand.

"In many cases, we will have to pursue a symmetry not so much in the legal equivalence of conditions of access to markets, but rather an equivalence in their economic effects." He reminded his listeners that there are as yet no internationally agreed rules on the treatment of trade in services. Separately, however, the EC has told its GATT partners that its decision to open up its internal market should be regarded as a credit in the Uruguay Round for which equivalent favours must be granted in return.

This week, he also dropped a minor bombshell by saying that foreign banking subsidiaries already established in the Community would not be entitled to benefit from the EC-wide market until access of all EC institutions to the parent bank's home market was assured.

Meanwhile he said that measures implementing continuing in-

Community import restraint would only "probably" be discussed with trading partners.

The EC had not yet decided what to do about Japanese cars where a wide range of import restraints currently exists at a national level, but he said that any decision would have to take into account the fact that the EC car exports to Japan amount to only one tenth of Japanese car sales to Europe.

For a start he said he would like to see a longer term agreement with Japan on Community-wide imports of cars covering the period up to 1992 instead of a series of agreements renewed annually, as at present. Some officials in Brussels are even airing the idea of a worldwide total constraint requirement on imports that would catch potential imports of Japanese vehicles manufactured in the US in any new quota system.

Mr de Clercq said a key Community objective was "to ensure that the great adventure in liberalisation which will be embarked on until 1992 will reverberate around the world."

It is not yet clear that his emphasis on reciprocity will win the day when the great Brussels debate on trade policy finally concludes. If it does, however, the reverberations may not be quite as complimentary as he hopes.

UK in a muddle over single market, Page 10

Azerbaijan rebuffs enclave's secession call

BY QUENTIN PEEL IN MOSCOW

ANGER and confusion yesterday against the attempted rebellion against the Soviet authorities by the isolated rural region of Nagorno-Karabakh, whose Armenian inhabitants are demanding the right to dictate their own place in the Soviet system.

The decision by 101 elected representatives of the regional soviet or local council to declare their secession from the Soviet republic of Azerbaijan and their future adherence to the Soviet republic of Armenia brought an instant repudiation from the praesidium of the Supreme Soviet of Azerbaijan, the top constitutional authority in the republic.

There was a deafening silence from Moscow, the capital of Armenia where nationalist demonstrators have been waging

a sympathetic strike in support of the mountain enclave, there were reports suggesting the strike was spreading again and that Communist party organisations were not in control.

For 24 hours the official media put a news blackout on the extraordinary move by Nagorno-Karabakh's regional soviet.

Eventually the demand for secession from one part of the Soviet Union to another was published by the news agency, Tass, beside the decision by Azerbaijan to declare it "null and void."

Nagorno-Karabakh, 75 per cent of whose 180,000 inhabitants are ethnic Armenians, is officially an "autonomous region" with strictly limited local powers, subject to the overall authority of Azerbaijan. The relationship is

aggravated by centuries of hostility between the Christian Armenians and the Moslem and ethnically-Turkish Azeris.

Tuesday's council meeting in Nagorno-Karabakh was called to discuss the provision of food supplies amid a general strike under way for almost two months in support of the demand to switch to Armenian rule.

Instead the deputies voted for secession, apparently despairing of a response from Moscow or Baku, the Azerbaijani capital.

Although there is obvious sympathy for the Armenian case in the longer term, Moscow cannot afford to allow unilateral changes in boundaries and jurisdiction, for fear of opening up a host of nationalist grievances.

In Yerevan, the newspaper, Soviet bank loans, Page 2

Sozialisticheskaya Industria reported that only police intervention prevented thousands of demonstrators closing down more factories on Tuesday.

"Most disturbing is the fact that the party committees do not fully understand the situation... They can neither rally the collectives to work, nor rebut the organisers of the strike."

The same situation of the party losing control has prevailed in Nagorno-Karabakh for weeks, according to the official press.

A lengthy report in Izvestia, the Government newspaper, blamed the party's powerlessness on its former local leader, since sacked both from his job and from the party itself.

Soviet bank loans, Page 2

Bush to attend UN debate on Iran airbus

BY LIONEL BARBER IN WASHINGTON AND ANDREW GOWERS IN LONDON

MRI GEORGE BUSH, US Vice President, will attend today's scheduled opening of the UN Security Council debate on the Iranian Airbus disaster, underscoring concern in Washington about the damage the incident has done to America's international standing.

Mr Bush will defend the US shooting of the Iranian airliner, but he is also expected to urge renewed efforts to reach a ceasefire between Iran and Iraq in the 8-year-old Gulf war.

Mr Michael Armacost, Under Secretary of State for Political Affairs, suggested in a Worldnet satellite news conference that

recent events, including Iran's efforts to break out of its international isolation and its series of military setbacks, may provide an opportunity to revive detailed ceasefire talks based on Security Council resolution 598. This was passed a year ago and called for an immediate ceasefire and withdrawal to international borders.

In a series of relatively conciliatory statements, he said that attempts to agree on sanctions against Iran to enforce resolution 598 were "not going anywhere."

The council should thus see whether "a little more energy and thrust" could be injected into talks between Mr Javier Perez de

Cellar, UN Secretary-General, and the belligerents on implementing the resolution.

Talks on an implementation plan drawn up by Mr Perez de Cellar founded in April when Iran refused sign a statement implying acceptance of resolution 598. But Mr Armacost suggested that the recent ejection of Iranian forces from much of the Iraqi territory they had captured in the last three years could remove one obstacle to securing compliance.

Some Middle East experts believe that both Iran and Iraq have been quietly using intermediaries in recent weeks to explore ways of building on the present

stalemate in the conflict.

The decision to send Mr Bush to the UN is unusual as US Vice Presidents do not normally attend such gatherings. But Mr George Shultz, US Secretary of State, is absent on a Far East tour and the debate is a useful opportunity for Mr Bush, a former US ambassador to the UN and the likely Republican presidential candidate, to stress his foreign policy experience.

The Reagan Administration this week offered to pay compensation to the families of the 280 passengers killed in the shot down Iranian airliner.

Continued from Page 1

troops from Angola in exchange for a South African pull-out from southern Angola, and the implementation of the UN plan.

Mr Neil van Heerden, who led South Africa's team, appeared somewhat more cautious, telling reporters simply that negotiations were "on track".

There was no evidence that the wide gap between the two sides over the timing of the withdrawal had been narrowed.

South Africa is thought to demand that it should take place over 12 months, the time it would take for the UN plan to be imple-

mented. Cuba and Angola have offered a phased withdrawal lasting four years, and their officials have recently indicated that it could be shorter.

Officials at talks were reported as saying that the document neither set out a timetable, nor agreement on ceasefire terms.

The critical question remains whether South Africa, after years of intransigence and fruitless negotiations, has become prepared to live with a black-ruled Namibia. Most observers remain sceptical - but few expected the talks would get this far.

No-one with a serious interest in international investment should take our name - Kuwait International Investment Company - at face value.

THE LEX COLUMN

A knot in Rover's tow rope

Falling sales force
Bild to change
its focus

By David Marsh,
recently in Hamburg

BILD, the Federal Republic of Germany's most famous and biggest-selling newspaper, serves both as a mirror and as a distorting lens for West German society.

To move with the times and rally fading circulation, it is trying to change focus by putting more emphasis on youth, the environment - and accuracy.

It is not abandoning its lurid sensationalism, but wants to base it on facts rather than half-truths. And it may also tone down its traditional invective against East Germany.

According to Mr Werner Rudi,

the new editor, "Bild needs a vitalising injection." Its circulation has fallen to about 4.7m from roughly 5m last year, and the paper is getting worried that it has too many older readers.

Mr Rudi, aged 37, who took over earlier this summer, says he wants to bring in "the thematic, linguistic and graphic renewals" Ecology has to be related more to ordinary people. He says that any decision would have to take into account the fact that the EC car exports to Japan amount to only one tenth of Japanese car sales to Europe.

For a start he said he would like to see a longer term agreement with Japan on Community-wide imports of cars covering the period up to 1992 instead of a series of agreements renewed annually, as at present. Some officials in Brussels are even airing the idea of a worldwide total constraint requirement on imports that would catch potential imports of Japanese vehicles manufactured in the US in any new quota system.

Mr Rudi, who dresses casually in jeans and a turquoise shirt, comes from southern Germany. His arrival amounts to a minor revolution at the right-wing Springer press group of which Bild is the flagship. He took over the editor's seat from a man 20 years older. Responsibility is shared between him and the editorial director, Mr Claus Jeckel, a long-time Springer editor.

The paper has already run a month-long campaign to collect money for seals dying on the North German coast as a result of sea pollution. Readers are being asked to put up money for anti-pollution research and to "adopt" seals at DM1,000 (US\$450) each.

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The pressing problem for the market now is figuring which way to jump when Bild makes up its mind. The original cash terms having sent the shares sharply higher, the reaction to rumours of a reduction was then compounded by news of the Saudi deal. But even those who believe that Bild would be well rid of Rover on those terms have to reflect on the jolt the company has got itself into. Its recently improved trading prospects have much to do with Government efforts on its behalf, whether on Tornado or the Airbus. Walking away from Rover would land the Government with deeply embarrassing alternatives, and Bild's fate is far from clear.

One area for a potential new look concerns East Germany. True to the fierce anti-communist roots of the group's founder, the late Mr Axel Springer, all the newspapers in the Springer empire place ironic quotation marks around the initials "DDR" whenever referring to the German Democratic Republic.

Mr Rudi says he believes this is a relic from the cold war.

Although the move first needs to be discussed with all the editors in the Springer group (and also, no doubt, the management), he says, "We must find ways of getting away from this."

What about Bild's reputation for unreliability? Mr Rudi, who moved into the Bild editorial chair after running Springer motor and sport publications, denies any outright lies, but says, "The paper has a credibility gap."

He pledges more careful editing in future. "It is better to have to pull back a story than to have one which looks wrong the next day." He says "simplification" of news is legitimate, but the truth should not be changed.

The major front page Bild story on Tuesday was the news that Mr Franz Beckenbauer, the former German soccer player who now manages the national team, has left his long-time live-in girlfriend and retreated to a south Tyrol holiday hide-out with a secretary from the German Football Association.

Is anyone really interested in this? Speaking like a social scientist, Mr Rudi replies defensively that Beckenbauer "is on the fringes between a relative and an absolute personality." This was born out by "market research."

The paper had received word of the story a few days previously. But it held back until it had established firmly that Mr Beckenbauer's former girlfriend had left him. Mr Rudi claims slightly sanctimoniously that Bild would not print stories of mere romantic "adventures" as this would represent an intrusion into the private sphere of the personalities involved.

Mr Rudi concedes that a lot of spicy German news had to come from the likes of "Rumbo" or "Joan Collins" because of the lack of home grown material. "The British royal family is like a dream - it's Dallas only it's true."

Germany has neither royalty nor a proper film industry nor really rich people, he complains. And the wealthiest Germans do not show their riches off much.

"We lack the chic charity set you have in America."

Mr Rudi has been given a five-year contract. He says it will take time to show that the "old tank" Bild has changed course.

What would he like to do afterwards? He says his ambition is to become a foreign correspondent in the US. But not in boring old Washington - he wants to follow the gitz in Santa Monica, California.

The real puzzle in the Rover debacle is what British-Aero-space is so concerned about. The new financial package may be so changed as to scarcely recognizable, but the company had seen the gist of the proposals last week, and still believed it had a deal as late as yesterday morning.

Press briefings were arranged. Rover's profits were released with a flourish. BAe's shares were suspended; and then a deep, embarrassed silence.

It is not clear that tax losses are at the root of the problem. BAe still cannot group Rover's tax losses with its other tax losses.

INTERNATIONAL APPOINTMENTS

President chosen for Air Products and Chemicals

THE BOARD of Air Products and Chemicals, US-based industrial gases and chemicals group, has elected Mr Frank J. Ryan president and chief operating officer from the start of this month.

These titles have been held by Mr Dexter F. Baker, 61, who took over additional roles of chairman and chief executive on December 1, 1986, from Mr Edward Donley, his retirement from these positions at the age of 65.

Mr Donley, who has remained a board member and chairman of the executive committee, joined the company in 1948, when its employees numbered only about a dozen. The post-war years have brought dynamic and consistent growth, with group revenues reaching \$2.15bn in the year to end-September, 1987. Mr Baker has served 35 years with the company, and Mr Ryan 31 years.

Dr J. Robert Lovett succeeds Mr Ryan as group vice-president, chemicals, and Mr Harold A. Wagner moves from the post of vice-president, business divisions, chemicals group, to assume the former position of Dr Lovett of president, Air Products Europe. Mr Wagner has spent 25 years with the company, while Dr Lovett joined in 1976.

Mr Ryan and Mr Alexander P. Dyer, executive vice-president, gases and equipment, have been elected to the board of directors.

Mr Baker said: "Throughout his career, Frank Ryan has demonstrated the executive skills

vital in building new businesses, particularly in developing the people and organisations necessary to start up and operate them. His appointment and those involving Bob Lovett and Harold (Hap) Wagner will strengthen our exceptional management team in ways best suited to meet the ambitions objectives of our corporate growth plan."

In 1986, Mr Ryan became assistant general manager for the group's US industrial gases business after holding various posts in the sector since 1957.

He switched to the chemicals side in 1969 and was elected a vice-president in 1971 and head of the industrial chemicals division. In 1978, he became group vice-president, chemicals, over all the chemicals business worldwide.

Mr Baker has been elected by the board of Air Products Europe. Mr Wagner has spent 25 years with the company, while Dr Lovett joined in 1976.

Mr Lovett succeeds Mr Ryan as group vice-president, chemicals, and Mr Harold A. Wagner moves from the post of vice-president, business divisions, chemicals group, to assume the former position of Dr Lovett of president, Air Products Europe. Mr Wagner has spent 25 years with the company, while Dr Lovett joined in 1976.

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Chairman of Dutch Banks' committee

A NEW chairman has been appointed for the Consultative Committee of the Banks in the Netherlands from July 1.



Mr R.J. Nelissen

He is Mr R.J. Nelissen, chairman of the board of managing directors of Amsterdam-Rotterdam (Amro) Bank. He succeeds Mr Herman H.F. Wijffels, chairman of the executive board of Rabobank, the large co-operative bank and the second-largest Dutch bank in terms of assets, ahead of No. 3 ranking Amro.

Mr Wijffels has become vice-chairman of the Consultative Committee. Mr Nelissen remains chairman of the Netherlands Bankers' Association.

Other Duracell directors include Mr C. Robert Kidder, group president, and Mr Charlie Perrin, president and chief operating officer of North America and International Development Markets of Duracell. Four principals from Kohlberg Kravis on the Duracell board are Messrs Henry Kravis, Tom Hudson, George Roberts and Kevin Bousquette.

Advertising agency JWT appoints two vice-chairmen

THE NEW YORK-based J. Walter Thompson advertising concern, acquired a year ago by, and the largest operating unit of, the British WPP fast-expanding marketing services group, announced that Mr William C. Thompson Jr and Mr Peter A. Schweitzer are assuming new worldwide management and operating responsibilities at JWT.

They have been promoted to vice-chairman, client operations, and vice-chairman, agency operations, respectively, both from a previous title of executive vice-president at the \$3.4bn JWT worldwide advertising agency.

Mr Bill Manning, JWT chairman and chief executive, said:

"The two essential functions of an advertising agency are managing the accounts and managing the agency. Conventionally, we would have one chief operating officer responsible for both jobs, but in an agency the size of JWT, I believe there is a better way. By dividing some operating responsibilities and sharing others, Bill Thompson and Peter Schweitzer will have time to spend on client issues, which after all, is the business of advertising."

Mr Thompson, 49, joined JWT in 1966, but between 1982 and 1987 worked for McCann-Erickson as executive vice-president and director of multinational accounts. In a similar capacity, he has since served at JWT. Mr

Thompson commented: "JWT is about to embark on what we believe will be one of the most productive and successful chapters in its 12-year history."

"Our clients, such as Unilever, Kodak, Warner-Lambert and Kellogg, expect the best advertising in the business and we intend to continue creating just that."

Mr Schweitzer, 48 and with 13 years at JWT, last served as JWT executive vice-president and general manager of JWT Detroit, including being worldwide director of the Ford account. He will co-ordinate his new duties from Detroit, as well as maintaining his Ford relationship.

Mr Manning, JWT chairman and chief executive, said:

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Finance Director Capital Equipment Hire South East C.£40K+Equity

We are seeking a qualified accountant with strong line management and commercial ability to join the management of a successful, rapidly growing equipment hire company, recently transformed after a successful management buyout to market leaders in their specialist sector. Financially well supported by a syndicate of top institutions, the management have set their sights on an early stock market flotation and are well on their way to achieving this objective.

Candidates, aged 35-40, must have already achieved a position of line accounting responsibility and be able to demonstrate a track record of achievement in their career to date, which is most likely to include experience in a capital based, service orientated industry. They must be strongly commercial in outlook and possess excellent negotiation, interpersonal and man management skills, in addition to above average technical ability.

Please apply in confidence indicating your present salary and enclosing a copy of your C.V. to Peter Makin, quoting reference 1880.

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Arthur Young Corporate Resourcing
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City

Ideally aged 28-32, you will probably be ACA qualified with experience of the options and securities areas. This could be either direct or as a result of work undertaken in accountancy practice. As well as sound technical skills you will need to be adaptable and possess the energy and ambition to succeed in a fast moving environment. Success in the role will bring assured progress and further challenges.

Please reply in confidence giving concise career, salary and personal details to:-
Brendan Keenan, Ref ER109,
Arthur Young Corporate Resourcing,
Citadel House, 5-11 Fetter Lane, London EC4A 1DH.

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£40,000 + bonus, car etc
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Our client a successful and growing part of a US parent, has significant Service Industry interests in the UK and Europe. To take account of further development plans, the Company requires the services of a Financial Executive of positive commercial approach for this new and key appointment.

Reporting to President and Chief Operational Executive, who is based in the UK, the successful applicant will, in addition to overall responsibility for the co-ordination of effective

accounting, budgeting and financial planning for UK and Europe, participate in determining corporate policy and commercial strategy.

Applicants, aged 35 to 50, Chartered Accountants, must have had at least seven years experience in a senior international financial appointment, having a distinct ability to communicate and liaise effectively with all levels of international management. A commitment to a maximum of 30% travel in W. Europe is required and a language ability would be an asset.

In addition to salary, benefits will include a bonus related to profits and personal input, car as well as other normal benefits.

Candidates interested should write enclosing a full CV including salary history and quoting reference MCS/7232 to: Michael R Andrews Executive Selection Division Price Waterhouse Management Consultants Thames Court 1 Victoria Street, Windsor Berkshire SL4 1HB

Price Waterhouse

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£30,000 + Bonus + Car

You should be a graduate, Chartered Accountant in your late 20s, quick witted, with good management skills, enthusiasm and drive. More important than specific previous experience is a demonstration of achievement and career progression to date.

Applicants should write enclosing comprehensive C.V. and daytime telephone number, quoting Ref: 248 to Barry Oller, BA, ACA, Whitehead Rice, 295 Regent Street, London W1R 8JR. Tel: 01-637 6736.

Whitehead Rice

Gloucestershire

Our client is a dynamic and progressive financial services group, committed to growth both organically and by acquisition, and to providing a professional worldwide service.

An exciting opportunity has arisen for a young, fast-track accountant, with strong technical and interpersonal skills. Reporting to the Finance Director, you will take full responsibility for the management of the finance function, including presentation of financial information, planning and budgeting, improving information systems and involvement with acquisitions and numerous other ad hoc projects. This represents an outstanding opportunity to exert strong, creative financial control managing a large department in a complex and rapidly expanding group. Directorship prospects are excellent.

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Salary is entirely negotiable, with an indicator only being a broad band around £30K. A substantial package, including share participation, will be designed to attract the proactive contributor sought.

Candidates, male and female, please write to David T. Bentley, Manager, Human Resources, 3i Consultants Limited, 8 High Street, Windsor, Berkshire SL4 1LD, or telephone Windsor (0753) 867 775 (24 hour confidential reply service) for further details and an application form, quoting ref: DB/783.



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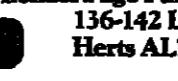
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They are part of a c£200 million turnover international organisation with activities throughout the world. With an impressive track record to date, they are established as the leading company in their market with active plans for diversification into new areas.

An excellent opportunity has now arisen to join the local Management Team as Financial Director Designate with responsibility for: * financial planning; evaluation of new business, investment and acquisition proposals * guidance on financial performance and development * preparation of statutory, financial and management reports * development of computer



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These two senior positions with Ireland's foremost financial services organisation arise as a result of a strategic re-organisation of the financial function within the Bank of Ireland Group.

Head of Group Financial Planning and Analysis

Financial planning and analysis are seen as critical functions in the development of all Group activities in Ireland, Britain, the United States, Europe and the Far East.

The Head of Group Financial Planning and Analysis will report to the General Manager - Group Financial Control. Principal responsibilities will include:

- providing a dynamic and value added financial focus to the evaluation of Group performance
- leading the annual budgeting and forecasting processes within the Group
- evaluating major capital expenditure and acquisitions
- supporting strategic and financial reviews.

The successful applicant, probably aged between 35 and 45, will have demonstrated a high level of financial skill and a progressive track record of achievement. The ability to quickly gain a thorough understanding of the Group's activities and to establish effective working relationships is essential.

Desirable personal attributes include intellectual agility, well developed and proven management skills and a desire and willingness to take initiatives.

Prospects for further advancement are excellent and the remuneration packages will not be a limiting factor. Applicants should write, enclosing a curriculum vitae and explaining how they meet the position specification, to:

Mr. Paul Hartnett
General Manager - Personnel
Bank of Ireland Group
Head Office
Lower Baggot Street
Dublin 2.

Head of Group Financial Reporting

The Head of Group Financial Reporting will co-ordinate all reporting inputs from the Group's diversified operating units in Ireland, Britain, the United States, Europe and the Far East. Consequently, experience of complex multinational financial reporting will be a definite asset.

The function will report to the General Manager - Group Financial Control. Principal responsibilities will include:

- providing the Chief Executive and Group Management with timely, accurate and consistent financial information
- supervising the smooth running of the financial reporting function throughout the Group
- ensuring the timely and accurate preparation of stockholder and regulatory reports.

The successful applicant, probably aged between 30 and 40, will have a track record of leadership and achievement and will be able to demonstrate exceptional organisational ability and strong management and communications skills. The ability to quickly establish effective working relationships with financial officers throughout the Group is essential.



Bank of Ireland

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The main task of this position is to report to the main Board on the results and operations, to ensure that financial control is maintained, and assist in the commercial development and planning of individual businesses.

There will also be involvement working closely with the responsible directors in targeting and evaluating potential acquisitions of a corporate or transactional nature and actively seeing initiatives through to fruition.

Suitable candidates will be qualified accountants and relevant property experience is essential. This experience may have been gained in a practice environment or through a commercial company. Aged to 35 and possessing all the personal qualities that are pertinent to this high profile position.

To discuss this position in further detail, contact *Harsa Savani* on 01-629 4463, alternatively write to her at the address below, enclosing a comprehensive current career history. Please quote Ref HS41.

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To reflect the company's dynamic and forward looking approach, applicants should be self motivated, commercially minded and relish the opportunity to be innovative and constructive. They will ideally be Chartered Accountants, aged under 35, with post qualification tax experience in the profession or in industry.

The rapidly developing company offers genuine career prospects either in the tax function or other senior financial posts.

For further details please ring *Annie Maxey* or *Karen Field* on 01-499 0729 (evenings 01-870 8891/878 6935) or send your c.v. to the address below.

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FINANCIAL RECRUITMENT CONSULTANTS
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City

Our client is a substantial force in general business insurance and a market leader in the motor insurance field. The company has achieved outstanding performance in recent years, with consistent growth in premium income, profitability and shareholders' funds. Continued expansion and progressive planning have led to the need to recruit a high calibre individual to undertake accounting systems development and related project work. The role will encompass the review and enhancement of existing operations and the installation of sophisticated new computer facilities. Reporting to the Financial Controller, this is a key role in the financial management team.



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Applicants should be qualified accountants, age parameters 25-32, preferably with experience in the utilisation and development of computerised accounting packages and some knowledge of fourth generation languages. Insurance experience is desirable but not essential, while the seniority of the position demands strong inter-personal skills.

For further information please contact *Janet Bullock* on 01-831 2000 or write to her at Michael Page Partnership, Financial Services Division, 39-41 Parker Street, London WC2B 5LH.

All enquiries will be dealt with in strictest confidentiality.

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Write or telephone for an application form or send full details (with daytime telephone number and current salary) to our adviser, R. A. Phillips, ACIS, FCII, Phillips & Carpenter, 25 Old Bond Street, London W1X 3TB. Tel: 01-493 0156 (24 hours). Please quote Ref: 1664/FT.

VOLVO



Finance Manager

North East Scotland

Our client is a £30m turnover, wholly owned subsidiary of a major UK plc whose recent record of growth, both organically and through acquisition, leaves them ideally placed for further expansion. Operating from three sites and with a divisional function in the North East of Scotland they process products for the consumer goods industry.

This expansion necessitates the need to recruit a Finance Manager who, reporting to the Finance Director, will be responsible for all aspects of financial management and administration. Key areas include investment appraisal, financial planning, and the development of computerised management information systems.



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to £25,000 + Car + Benefits

Candidates, aged 28-35, will be qualified accountants (CACA, CA, CIMA) of graduate intellect who can demonstrate a high degree of technical competence in addition to the drive and ambition to succeed in a dynamic fast moving environment. Progression prospects within the Group are excellent and relocation facilities are available where appropriate.

Interested applicants should ring Nicholas J. Maher on 041-331 2597, or write to him, enclosing a comprehensive C.V. at Michael Page Partnership, 150 West George Street, Glasgow G2 2HG, quoting reference: SC 0891.

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As a rapidly expanding electronics group our client has a clearly defined route to a full stock market listing by the early 1990's. Two recent acquisitions have been carefully selected to complement both organic growth and overall group strategy.

Both divisions now require dynamic Financial Controllers to join newly formed management teams briefed to streamline and revitalise operations. Particular emphasis will be placed on developing systems and procedures, tightening financial controls, reducing overheads and increasing returns on working capital.

Sound technical skills are necessary but it is also essential that applicants can combine sharp commercial judgement with the ability and drive to implement change. Additionally candidates must be qualified accountants, preferably graduates, aged 26-40 years and have some experience in a production based organisation.

Career prospects are outstanding and will not be restricted to divisional roles. An excellent benefits package is offered including relocation costs where appropriate.

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If you are looking for a career in one of the faster developing sectors of the economy and are a leader of people, then this could be the job for you. The position reports to the Managing Director and offers the usual benefits associated with a position of this seniority including company car.

Please reply in writing to Mr T.J. Milliken, Managing Director, Drake International Ltd, 223-225 Regent Street, London, W1R 8JA.

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Our clients, Hambros Bank Limited, wish to strengthen further their medium term finance and shipping division. They have a strong reputation in this area and now seek a young executive to join their project team.

The range of clients and type of service is very wide, encompassing marine advisory services and lending, trade financing and project funding, major group financial restructurings and advice to Government on privatisation matters. The division is small numbers and operates on a worldwide basis. The post will give exposure to a wide range of complex, interesting projects. It will involve spread sheet analysis work, much problem solving and negotiation, careful drafting of documents

and considerable client contact. Quality accounting and tax input to the studies is essential.

Applicants must be graduate Chartered Accountants with a good academic and professional record. They should have trained with a major firm and should have 1 to 3 years post qualifying experience including that of special investigations or consultancy work. The package includes a high salary and the usual banking benefits. This is a stimulating and exciting opportunity for a real high flyer. Please write in confidence with full career and salary details, quoting reference 3972/5 to John W. Hills.

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We are looking for Financial Directors to play a major part in setting up and running these new businesses. Each business will employ 1,000 - 2,000 staff and run a fleet of 300 - 400 buses from up to six garages, with a turnover of around £20m - £30m. The Financial Director will be responsible to the Managing Director for the financial

control and management of the business, providing financial advice on commercial options and developing information systems. There will be opportunities to play a full role in the top management team as a stepping stone to general management.

Applicants should be qualified accountants, probably aged 30 - 45 with a track record of achievement and the determination to introduce successful change.

Please write in confidence with concise career, personal and salary details, quoting Ref: L359 to Heather Male at Egor International Ltd., Metro House, 58 St James's Street, London SW1A 1LD. Tel: 01-629 8070.

LONDON BUSES

London Buses Limited

Finance Director

West Yorkshire

£24,000 + Bonus + Car

strategic business planning and the overall commercial management of the business.

The successful candidate, aged 30+, will be a qualified accountant with in depth experience of financial management gained in a computerised environment. Applicants must be able to demonstrate strong communication skills and the ability to make an effective contribution to the profitable development of the company.

Comprehensive relocation facilities are available where appropriate. Interested applicants should write to Paul Kinsey, quoting Ref: L8457, at Michael Page Partnership, Leigh House, 28-32 St Paul's Street, Leeds LS1 2PK. Tel: (0532) 450212.

TP

Michael Page Partnership

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Financial Controller

Bracknell
£25,000 + bonus + car

One of the world's leading companies providing technical information to all sectors of industry and part of an international group, is seeking to appoint a Financial Controller, to be based at Bracknell.

Reporting directly to the Managing Director, you will have full control over the financial accounting, administration and personnel departments of this well established and highly profitable company.

A close involvement with the informal, but highly professional, management team is essential and will involve you in financial planning, product pricing, budgeting and forecasting.

A qualified accountant with several years experience at a senior level, is sought for this demanding role. Hands on experience and use of a PC with spreadsheet applications, is essential.

In addition to the basic salary the rewards package includes a substantial bonus, a quality car, SPPA and pension scheme.

Please send a full CV quoting current salary and reference MCS/5112 to: Berrie Whitaker at Price Waterhouse Executive Selection Management Consultants No. 1 London Bridge, London SE1 5EQ.

Price Waterhouse



JP1 no 110

Job in its

Financial controller**Business Start-up
West London, c£32,500 + car**

A large and very successful American corporation, who are major international players in the hair care and toiletries field, are just starting up in the UK with the recent launch of its branded products. Well researched and with an impressive advertising campaign planned, the products have already been accepted for sale by a number of major multiple retailers. The American parent sees this new venture as a long term strategic investment, with further developments into other lucrative European markets to follow.

The Managing Director of this new venture requires a Financial Controller to be an active participant of his small management team, collectively responsible for driving the business through its early growth stages and eventually establishing it as a fully fledged subsidiary. You will be required to completely develop the financial function with a strong emphasis on the production of sound management information for controlling and planning the commercial success of the venture, including the monitoring and financial management of third party manufacturing, distributing and selling.

A qualified accountant, probably aged early 30's, you should have a background in a multi-national packaged goods fmnc business, preferably in toiletries. As an individual, you must be creative and positive with an enthusiastic, entrepreneurial personality.

Resumes, with daytime telephone number please, to Chris Haworth, ref CH958.

**Coopers & Lybrand
Executive Selection**

Coopers & Lybrand
Executive Selection Limited

Shelley House 3 Noble Street
London EC2V 7DQ

**US INVESTMENT BANK
SECURITIES****ACA****Age 29-35****c£55,000 package**

This dynamic and aggressive competitor in the International Capital Markets commands a reputation for innovation and response to change. The firm is undergoing rapid expansion in its London based trading activities. An opportunity for a key individual has been identified within the Global Fixed Income & Equity Securities area to complement and develop the existing management team.

Primary responsibilities will involve analysing and enhancing management information systems and financial controls within a volatile trading environment. Close liaison with the trading floor, operations and regulatory units will be required in order to ensure timely and accurate management information. In addition this position is responsible for trading activity in four European locations.

ROBERT WALTERS • ASSOCIATES
RECRUITMENT CONSULTANTS
Queens House 1 Leicester Square London WC2H 7BP
Telephone: 01-437 0464

FINANCIAL MANAGEMENT**UK RETAIL GROUP****ACA****Age 28-32****to £35k + Car**

This major UK retail group continues to develop significant growth potential through a controlled review of commercial activities. With constant assessment of global business opportunities they maintain an impressive and active acquisition profile and strong market position.

Based at their prestigious West End offices, they are currently seeking a key individual to join their Group Finance Team. Responsibilities will include funding and taxation issues in respect of acquisitions, appraisal of operating company performance and the development of forecasting systems.

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RECRUITMENT CONSULTANTS
Queens House 1 Leicester Square London WC2H 7BP
Telephone: 01-437 0464

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ext 4627

**COMPANY ACCOUNTANT
£20-25,000**

WATERSTONE & Company

Our client, Waterstone's, is a rapidly expanding, independent, entrepreneurial bookstore chain. They have an impressive record of innovation, growth and profitability and are acknowledged as one of the fastest growing in their field.

This growth coupled with their anticipated Stock Market listing has created the opportunity for a Company Accountant to assume responsibility for the finance and accounting functions. Reporting to the Financial Controller and supervising 15 staff, you will be responsible for the production of management information and statutory accounts; recommendation and implementation of accounting policies, and the day to day running of the company's accounting activities.

Candidates, aged 26-32, will be qualified (either ACA or CACA), with a minimum 18 months post qualification experience. Above all they will be enthusiastic self starters with the personal and management skills suited to a proactive role in a dynamic environment. A commercial awareness is essential, a literary interest preferable. Career prospects are outstanding.

If you are interested in this challenging role, please contact Ingram Losner, consultant to the Company on 01-439 0058 (daytime), 01-951 4587 (evenings/weekends); or write enclosing brief career details in strictest confidence to LAWSON BAKER, Freepost 31, London W1E 5RB.

LAWSON BAKER
Financial Recruitment Consultants

HEAD OF ACCOUNTING**Chelsea, London****c£20,000**

The Institute of Cancer Research is charitably funded primarily through the Cancer Research Campaign and, in collaboration with the Royal Marsden Hospital, represents the largest comprehensive cancer research centre in the United Kingdom. The Institute is a constituent of the British Postgraduate Medical Federation of the University of London. We are not a fund-raising organisation ourselves.

We have an annual budget of £14m. and nearly 500 staff who in the main are actively involved in over 150 research projects. We now wish to appoint a Head of Accounting, who will report to the Deputy Secretary and will be responsible for the development and operation of the Institute's financial system. Specific responsibilities include:

- the management and motivation, through two first line managers, of a team of 12.
- preparation of annual accounts and liaison with external auditors
- periodic preparation of major research and infrastructure grant applications to secure future funding.
- annual preparation of a three year expenditure plan
- development of our in-house computerised accounting system.

The Finance and Computing team comprises both the financial and management accounting functions and system development for the computing of all administrative functions.

The successful applicant will be a qualified accountant with at least five years experience in finance. She will have demonstrated an ability to manage both professionally qualified and other staff, be able to communicate with medical and scientific staff, and to liaise with public sector and charitable bodies.

Applicants are advised that the Administrative Offices and most areas of The Institute are non-smoking. Candidates may telephone the Personnel Department for details about The Institute; a job description, the terms and conditions of employment, and to arrange informal discussions with the Deputy Secretary.

To apply, candidates should forward a full C.V. with the names and addresses of 2 referees to the Personnel Officer, The Institute of Cancer Research, 17A Onslow Gardens, London SW7 3AL.

Chief Operating Manager
London
c £80,000, Plus Exemplary Benefits

This prestigious Lloyds Broker employs over 1,000 staff. Assessment of current and future market opportunities and advanced methods of operations have identified the requirement for this new, high profile, appointment. Reporting directly to the Chairman and the Board, the position will carry the responsibility for the management of all non-broking operations which will include systems, personnel management, administration and fiduciary accounting. The successful candidate will examine and review the current organisation and be responsible for implementing plans to enhance the performance of these areas which represent a major part of the infrastructure. Applicants, preferably but not necessarily from insurance or another financial service sector, should have the most sound record of management achievement and be able to demonstrate leadership abilities of the highest order. A high academic level is necessary, as is integrity and a strong personality which will gain and keep the respect of senior management within and outside the Company and of subordinate staff. Expected age is 40-50 years. An exceptional benefits package is included.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to, J.L. Duff, Hoggett Bowers plc, 1/2 Hanover Street, LONDON, W1R 9WB, 01-734 6852, quoting Ref H14043/FT.

Hoggett Bowers
Executive Search and Selection Consultants
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Young qualified accountants as

Managers for general practice

South east up to £26K + car



As one of the UK's leading firms of accountants and management consultants, with an established nationwide network of offices, Coopers & Lybrand is expanding. Today, our practice based in the South East is developing rapidly, providing a comprehensive range of financial and consultancy services to an extensive variety of clients ranging in size from national holding companies to the smaller family owned business.

Currently, if you are a young qualified accountant, our expansion can further your career development by giving you management responsibility with your own clients and staff. Your role will centre on audit management with key objectives to determine quality and job profitability. You will have the opportunity to undertake other work such as investigations and special assignments.

From your experience in this role you will be equipped to develop your career further. Simultaneously, you will enjoy the benefits of a quality of life in an area which is one of the fastest growing in Europe and is currently undergoing unprecedented business expansion. Our benefits package offers a generous relocation allowance.

In fact, there can be few ways in which you won't benefit from a move to Coopers & Lybrand - South East. Our offices located in Reading, Uxbridge, Maidstone, and Southampton, would very much like to talk to you.

To find out more, please telephone Jane Sadler, Regional Personnel Manager, on 0734 597111 or write to her at the address below.

Coopers & Lybrand

Bridewell House
6 Greyfriars Road, Reading RG1 1JG

HEAD OF FINANCE AND ADMINISTRATION

A new appointment to take a successful, medium sized legal practice up the league table.

The prime objective is to relieve the partners of many of their management tasks, allowing them more time to earn fees and promote the practice. The partners are also convinced that the desired growth can only be accommodated by firm overall control and analysis of all financial accounting systems, procedures and administration.

Immediate objectives include monitoring financial budgets, cash flow forecasts and billing targets and the analysis of time costing and profitability. Longer term plans relate to business development including identifying

Harding

LEGAL RECRUITMENT

A MEMBER OF THE SMCL GROUP

FINANCE DIRECTOR

Our clients are an expanding company in the specialist publishing field with substantial growth potential.

They require a Finance Director to work closely with the Chief Executive/Principal Shareholder to control day to day financial operations and to take the business to the next stage in its profit building programme.

The Company, based in London close to the City, requires an ambitious Chartered or Certified Accountant - aged between 28-45, to carry out the role which will be detailed and strategic.

A remuneration package designed to mutual satisfaction, will provide very attractive benefits to the successful applicant who makes a demonstrable contribution in practice.

Please send a detailed CV including current remuneration to Brynne Bowen, The Financial Connection, 8/9 Northumberland Street, London WC2N 5DA or telephone 01-839 6170 for an application form.

Executive Selection Consultants

Thames Valley Home Counties North West North East

Michael Page Partnership is the UK's leading financial recruitment consultancy with over 100 specialist consultants operating throughout the UK, Western Europe and Australia. We have maintained a pre-eminent position through innovative advertising and marketing, considerable investment in new business opportunities and most importantly recruiting and retaining high calibre staff.

As a key part of our continued expansion we are planning to appoint a number of Executive Selection Consultants who will take complete responsibility for managing and developing a client portfolio, handling senior level recruitment assignments across a range of market sectors. Our consultants control all aspects of an assignment from initial briefing, through advertising and shortlisting to final appointment.

You are likely to be a qualified accountant, aged late 20's to mid 30's, who is attracted by the variety, immediacy and mental stimulation of consultancy work and the commercial challenges of a highly competitive business.



Michael Page Partnership

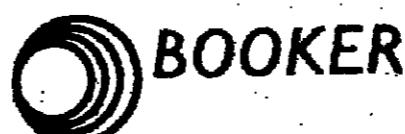
International Recruitment Consultants
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Our culture suits ambitious, lively, outgoing individuals with strong communication/presentation skills.

Our demands are probably greater than those of most of our competitors - our rewards and potential certainly are. We offer a very attractive remuneration package and excellent merit-based career development opportunities, within a young ambitious PLC which has achieved market leadership in legal, marketing and accountancy recruitment through carefully planned organic growth.

If you are interested in further information please write in the first instance to either:

Jerry Wright, Regional Director (Thames Valley & Home Counties), Michael Page Partnership, Windsor Bridge House, 1 Brocas Street, Eton, Berkshire SL4 6BW, or
Stephen Broadhurst, Regional Director (North West & North East), Michael Page Partnership, Leigh House, 28-32 St. Paul's Street, Leeds LS1 2PX.



FD Potential?
Commercial Skills?

Financial Controller

Byfleet, Surrey

£Excellent + Car + Bonus

Booker Plc is an acquisitive international business with c/o of £1.25bn, operating in agriculture, food distribution and health products.

Continued growth has created a post within Brewburst, the major UK healthfood wholesaler with sales in excess of £25m p.a. Reporting to the Managing Director, this offers the opportunity to develop a commercially orientated finance function where he/she will be actively involved in the success of an autonomous, dynamic distribution business as a key member of a high calibre senior management team. Appointment:

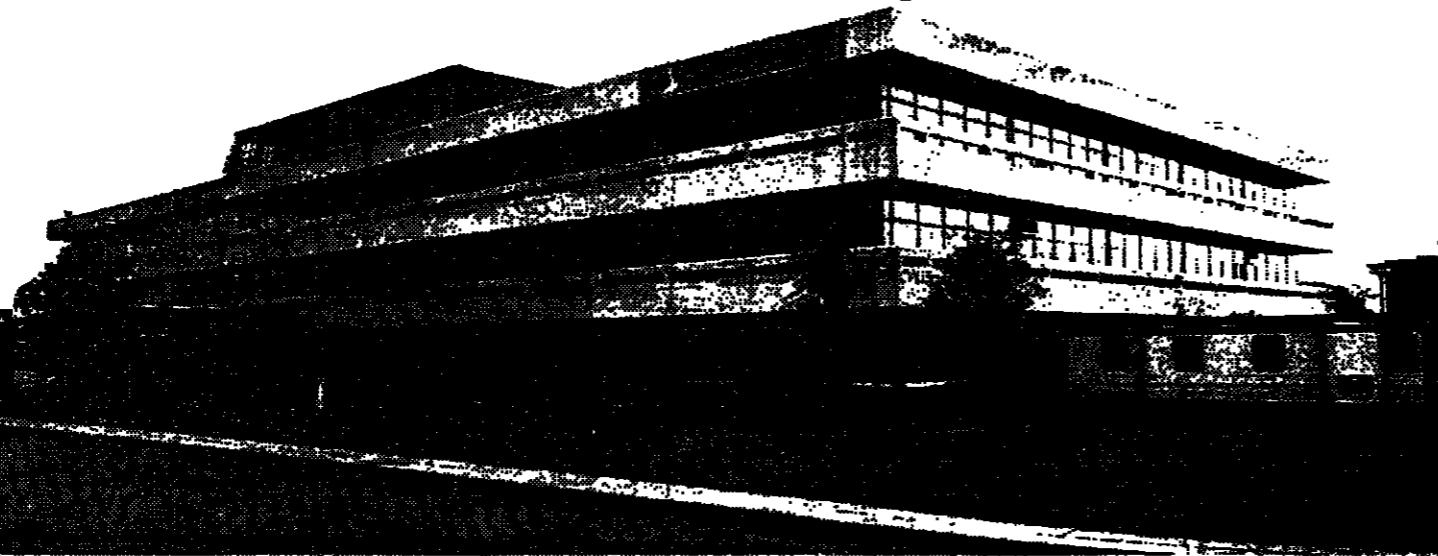


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A centre of excellence in Financial Services... A centre of challenge for young Accountants

To £25k + car + bonus + concessionary mortgage • Northampton



"We have successfully completed the largest ever building society merger..."

"We are moving rapidly forward into several new areas now open to building societies..."

"We have established one of the largest chains of estate agents which already has 500 outlets..."

"Our two housing subsidiaries are continuing to develop a variety of new dwellings..."

"We have taken the first steps towards providing homes for rent through our associated company Quality Street..."

"Our popular new interest-bearing FlexAccount is rapidly changing the face of personal banking..."

"Arrangements have now been made to strengthen our capital base still further by the raising of an additional £80 million of subordinated loan stock..."

"Overall, the financial position of the Group is extremely strong..."

These statements - taken from our Chairman's recent announcement of the year's results - highlight the growing challenge of Nationwide Anglia careers. De-regulation has swept away old restrictions and freed us to compete on every financial front. At the same time, our merger of the Nationwide and Anglia building societies has created an immensely powerful force... with gross capital nudging £1 billion and combined assets exceeding £21 billion, we have the financial base to fund the most ambitious development plans.

Right now, our most important investment is talent. The professional accountancy skills that will mould and shape tomorrow's growth strategies. Essentially, we are looking for a number of different professionals who will join

together to form the nucleus of a new financial management team...

BOTTOM-LINE PRIORITY

Based at our superb offices near Northampton, the team will be primarily responsible for establishing and running systems aimed specifically at measuring the performance of our many profit centres. With an extensive network of offices throughout the country, bottom-line control is a clear priority. That is why we will be looking for accountancy professionals with substantial retail experience. Men and women who can confidently draw upon their experience to ensure that effective systems are not just introduced but properly implemented.

INFLUENCE... INNOVATE... INTRODUCE IDEAS

It is a unique challenge offering considerable scope to influence policies, innovate new systems and introduce your own ideas. An environment that will definitely attract young accountants who have recently qualified with major firms but now need to broaden their professional perspective in the industrial arena.

CONCESSIONARY MORTGAGES AND CARS

In addition to all the professional advantages of such a dynamic growth environment, Nationwide Anglia has a lot more to offer the ambitious accountant.

Our salaries are matched by a benefits package that is generous even by financial service industry standards. All positions (with the exception of the Accounting Technician opportunities) command a special concessionary mortgage, bonus scheme and fully expensed car. We also offer an extremely good relocation package to this beautifully unspoilt and surprisingly inexpensive corner of the

country which is within easy reach (barely an hour) of the heart of London.

SEIZE THE INITIATIVE

From every angle, a move to Nationwide Anglia makes a lot of sense. So seize the initiative - send your cv (including your current salary) to Richard Wharton, Personnel Administration Manager, Nationwide Anglia Building Society, Chesterfield House, Bloomsbury Way, London WC1V 6FW. Alternatively, speak to him on 01-242 8822 ext 2580 for an application form or further information.

Group Tax Accountant

to £25k + car - must have 2-3 years' post-qualification taxation experience.

Group Accountant

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Project Accountant

to £22k + car - should have 2-3 years' post-qualification product/project experience.

Management Accountant

to £20k + car - another ideal opportunity for a newly qualified professional.

Systems Development Accountant

to £25k + car - a high profile position calling, ideally, for a fully qualified graduate accountant.

Part Qualified Accountants

to £18k - depending on experience and stage reached.

Nationwide Anglia is an equal opportunity employer.

**Nationwide
Anglia**
Building
Society



Financial Analysts UK Headquarters

IBM United Kingdom Limited develops, manufactures and markets a wide range of products and services in the Information Technology industry. Our 1987 revenue of £3483 million underlines our outstanding success and commitment to growth, and as a result we are now seeking to strengthen our team of Financial Analysts.

Based in this pleasant area of the South Coast, the initial opportunities exist in Accounting, Financial Planning, Treasury Planning and Financial Services.

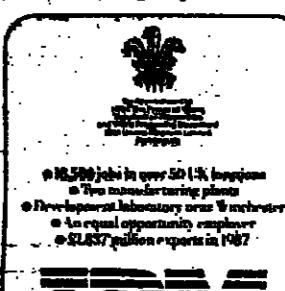
Applicants, who should be graduates or qualified accountants in their mid to late 20's, will be responsible for the analysis and interpretation of financial and management information, and for presenting this information - and recommended actions - to all levels of management.

Excellent communication and inter-personal skills are essential, and your achievements to date will demonstrate your self-motivation, analytical ability and business awareness.

In addition to the attractive salary and benefits package - which includes free BUPA and life assurance, a contributory pension scheme and employee share plan - you should be interested in the opportunities which exist within IBM for significant and diverse career progression.

To apply, please write with full career details to Beverley Bradford, PO Box 41, North Harbour, Portsmouth, Hants, PO6 3AU. Alternatively, phone her for an application form on (0705) 321212 ext. 5167.

"I think, therefore IBM."



Chief Accountant City £Excellent + car + benefits

CNA Reinsurance is a well established, fast growing subsidiary of a major US Insurance Group and is an innovative market leader for many specialist areas of business underwritten in London. An excellent career opportunity now exists for a young, high calibre accountant.

Reporting directly to a Main Board Director, the Chief Accountant will be responsible for all Company financial services. This broad and highly visible role offers involvement in all areas of a financial and investment nature, including systems development.

The successful applicant will be a Chartered Accountant aged between 30-35 with a proven track record within a commercial environment. Excellent communication and technical skills should be in evidence, together with the necessary drive and ambition to succeed in a fast moving environment.

An attractive benefits package includes company car, non-contributory pension, free life cover, PPP and mortgage assistance.

Please write with comprehensive personal and career details to:- Jane Oxtor, Personnel Manager, Fountain House, 125-135 Fenchurch Street, London, EC3M 5DZ. Telephone: 01-626 3321.



CNA REINSURANCE
OF LONDON LIMITED

GROUP ACCOUNTANT

CENTRAL LONDON

MAJOR PLC

£26,000

Our client is a highly successful and growth orientated multi-national Group. Their turnover is approaching £270m and they are market leaders in their key business areas. This important position within the central finance team at Group headquarters carries responsibility for a range of activities including the statutory reporting. However, given the Group's wide ranging interests both in the UK and abroad, the work is unusually diverse and varied.

Suitable candidates, male or female, should be qualified accountants and are likely to be either seeking their first commercial appointment from a major audit firm, or already working at the centre of a multi-subsidiary group. Ideally they should feel at ease with computerised systems, have a strong financial background and possess the intellectual strength to be effective at the centre of a large corporation.

In addition to a salary of c£26,000 there are the normal major Group benefits.

Please reply in confidence with a comprehensive CV, quoting reference 1473 to Michael Hamm, Bull Thompson & Associates Ltd, Alliance House, 63 St Martin's Lane, London WC2N 4JX.



CORPORATE AND RECRUITMENT CONSULTANTS

VPI notes



Royal Life

New Horizons in Finance

Up To £30,000 Plus Car

ROYAL LIFE HOLDINGS is a major player in the U.K. and Overseas Financial Services Industry. Their range of activities - investment, unit trusts, pensions, life assurance, mortgage finance and estate agencies - and their continued aggressive expansion are dependant upon a highly skilled and developed financial management team.

In line with the Company's overall growth, the Finance Team is expanding its role, and its contribution to the commercial success of ROYAL LIFE HOLDINGS. They are now adding to their team of exceptional young finance executives and are seeking both experienced and recently qualified accountants to manage the worldwide finance function within ROYAL LIFE HOLDINGS.

They are currently offering a number of positions that will examine and realise the potential and the development needs of proven achievers seeking to extend their managerial responsibilities.

The excellent package includes non-contributory pension scheme, subsidised mortgage, profit and employee share schemes and a remuneration policy that rewards results. Relocation expenses (to Peterborough or Liverpool) are available where necessary. Most importantly, ROYAL LIFE HOLDINGS offers genuine career prospects, and a structured management training programme, to enable you to achieve senior line management roles within a reasonable timescale. If you feel you are ready to take your career towards new horizons, please contact: • Tony Hodgins ACA re Operations Accountant • Rod Bateman BCom ACA re Financial and Management Accountants at Michael Page Partnership, Imperial Building, Victoria Street, Nottingham NG1 2EX. Tel: (0602) 483480.

Operations Accountant

In this role you will be responsible for a diverse team of both high-flying accountants and clerical staff, and will have the interpersonal skills and inspirational qualities to motivate such a team. You will manage the day to day activities of the Treasury and Accounts Underwriting functions and, drawing on your experience of computerised accounting systems, will initiate systems development to improve financial control.

Financial and Management Accountants

As members of the 1st tier Management Team, you will be given the opportunity to gain "hands-on" staff management and systems development experience. Motivated by results and with an ability to meet tight reporting deadlines, you will recommend improvements to, and oversee the development of, ROYAL LIFE HOLDINGS' underwriting and financial reporting systems. Controlling funds and cash, and providing financial information to the Board of Directors and Senior Management, your exposure will require that you are able to influence your peer group and seniors, while remaining sensitive to the demands of your own staff.



Michael Page Partnership

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham

Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

A MOVE WHERE IT COUNTS

Investment Finance

City

£24/25,000

Two recently qualified ACA's are needed by this International Bank to work in their Investment Finance department. Some knowledge of mergers and acquisitions, short form reports and equity funding preferable. For further details contact Heather Mansen ACA on 01-638 1711, or write to her at 46 Moorgate, London EC2R 6EL.

Financial Controller

W London

£23,000 + car

Phenomenal growth has created an opening within this International fashion group for a commercially aware young accountant. Reporting to the group Financial Director, the role carries full responsibility for developing the company's financial systems. For further information contact Catherine Marsden on 01-638 1711 or write to her at 46 Moorgate, London EC2R 6EL.

MERVYN DINNEN ASSOCIATES
Financial Recruitment
London - Crawley



FINANCIAL CONTROLLER

Fulmer, Nr. Slough from £30,000 + Car.

The British Cement Association, originally established over 40 years ago, plays an influential and valued role in the construction industry. It provides technical, R&D, product development and advisory services to both users and manufacturers and it has many qualified professionals of high standing in their field within a staff of 150.

The Association has, until recently, been wholly funded by the industry. Following a major review, the Association is now charged with the task of achieving a substantial measure of financial self-sufficiency, principally through the commercial marketing of the skills and resources at its disposal.

This role, coupled with the appointment of a new Chief Executive, has been created to spearhead this process of change and commercialisation. There is a need to strengthen accountabilities to improve reporting and control within the organisation.

but the more important task will be to positively and authoritatively ensure the achievement of the Association's commercial goals, in concert with the Senior Management of the organisation.

A young and ambitious accountant will find this an attractive challenge offering valuable management experience, the opportunity to demonstrate commercial awareness and to introduce modern PC based accounting management. In summary, a positive career step.

Candidates must be qualified accountants, either in the profession or in a commercial appointment, ready for and capable of taking a full financial management brief. Good all round PC and systems experience is essential. A salary in excess of that indicated will be available to a particularly appropriate candidate.

Candidates should send full career history quoting reference B/3493, to Mike Smith.

KPMG Peat Marwick McLintock

Executive Selection and Search
Abbots House, Abbey Street, Reading RG1 3BD.

Group Acquisitions Specialist

c£28,000 plus Car

Warwickshire

Our client, a £400m turnover International Group involved in the manufacture of construction materials is looking for a highly motivated, top quality Chartered Accountant to assist in the appraisal and negotiation of acquisitions on a world wide basis.

The Group is intent to pursue a policy of continuing growth on both organic and acquisition fronts. It has operations throughout the world and will expect the successful candidate to be able to travel when the need arises, in order to have representation on site during negotiation periods. It is therefore vital that you can communicate in at least one other European language.

The Management style requires a good communicator with a strong, though not overly aggressive personality; a person who can negotiate successfully in a variety of different environments and someone who can play a significant role in the continuing development of the group.



Michael Page Partnership

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham

Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Financial Controller

London, Marylebone

around £30,000 + car

This is an exciting opportunity for a mature Chartered Accountant aged 40-50 to join our clients in the newly created role of Financial Controller. They are a leading firm of architects, handling large prestigious projects of around £20m each, in the Central London area, with a professional staff of approximately 150. As a result of continuing growth, the need has arisen for a qualified accountant (supported by a small team) to assume full control of all the accounting functions including up-to-date management information for the Board, to whom he/she will be directly responsible. In that sense it is very much a "short sleeve" situation. The successful candidate, however, will also be a very important member of the senior management team and will liaise with the company's bankers, auditors and solicitors on all relevant matters. An ability to communicate at all levels is therefore essential. Ref. 149/L.F.T. Write or telephone for an application form or send full details (with daytime telephone number and current salary) to R.P. Carpenter, FCA, FCMA, ACIS, 2-5 Old Bond Street, London W1X 3TB. Tel: 01-493 0156 (24 hours).

Phillips & Carpenter
Selection Consultants

INTERSELECTION

Insurance Recruitment

London and
The South East

CHIEF ACCOUNTANT

CITY

c £33,000 + CAR +
EXCEPTIONAL BENEFITS

Our client is a major professional U.K. reinsurance company currently writing approximately £100 million in annual premiums with a worldwide geographical spread of risks, and part of a global insurance and reinsurance Group.

Reporting to the Chief Financial Officer, the Chief Accountant will have responsibility for the preparation and interpretation of monthly, quarterly and annual financial accounts, statutory accounts for audit approval and submission of corporate and DTI returns.

The successful candidate, aged 26 - 35, will have a minimum of 5 years' relevant experience within the insurance industry and be able to demonstrate a record of achievement to date. He/she will possess excellent communication, motivational and managerial skills together with the ability to take initiative where necessary.

Write or telephone in complete confidence to:

Mr. Tony Normile - Managing Director

Executive Search
and Selection



14 Trinity Square,
London EC3N 4AA
Tel: 01-480 7220

Investment Finance

City

£24/25,000

Two recently qualified ACA's are needed by this International Bank to work in their Investment Finance department. Some knowledge of mergers and acquisitions, short form reports and equity funding preferable. For further details contact Heather Mansen ACA on 01-638 1711, or write to her at 46 Moorgate, London EC2R 6EL.

Financial Controller

W London

£23,000 + car

Phenomenal growth has created an opening within this International fashion group for a commercially aware young accountant. Reporting to the group Financial Director, the role carries full responsibility for developing the company's financial systems. For further information contact Catherine Marsden on 01-638 1711 or write to her at 46 Moorgate, London EC2R 6EL.

FINANCIAL CONTROLLER

Director Designate

Our client is a small but expanding and profitable estate and travel agency group. M.D. needs an energetic, commercially-minded qualified accountant to play a major role in the groups future. Good opportunity for equity involvement for the right candidate. May suit good recently qualified. W. Middx c £25k + package.

Write to:

Ian Roemarin
Howard Parsons &
Associates
5 Upper Tachbrook Street
London SW1V 1SN

HIGH PROFILE

c£30,000 plus Excellent Package

Leading Financial Organisation needs an innovative ACA to head up a vital new operation - liaising with professional advisors, regulatory bodies and senior management within other Financial institutions. Experience of compensation or insolvency or similar.

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Tessa Taylor
ext 3351

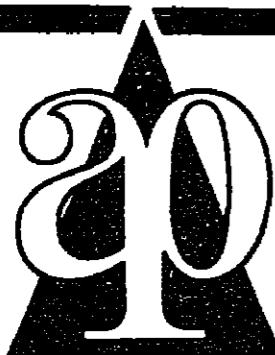
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ext 3456

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Accountancy Personnel Placing Accountants First

THE CORNHILL TEST INSURANCE SENIOR FINANCIAL ACCOUNTANT

Guildford £27,000 + Car

THE SCORE SO FAR

- One of the UK's most successful and high profile insurance companies.
- Part of Europe's largest insurance group.
- Profit growth over 50% in the last financial year.
- A general insurance division with a premium income of £250M.
- A highly developed management training programme.

YOU

- Aged up to 45.
- Qualified as an ACA, ACCA or ACMA.
- Ideally at least 2 years experience of accounting in a GENERAL INSURANCE environment.
- Well developed people management skills.
- Looking for career progression.

THE TEST

- A senior role in the accounting function.
- Responsibility for a department of c20 staff.
- Preparation of management, financial accounts and statutory returns.
- Dealing with reinsurance security and control credit.
- Implement and contribute to the development of computerised systems.

THE SERIES

If you have a good average on the points above then CORNHILL INSURANCE can offer you the prospects, training and benefits you would expect from a winning company. Call or write today to arrange your next future.

For further details, contact:
Accountancy Personnel
72/74 High Street,
Guildford, GU1 3HE.
Tel: 0483 64692.

LONRHO ZAMBIA LIMITED

Financial Controller

Lonrho Zambia, a Management Region within the Lonrho Group, consists of over 50 companies operating in a variety of industries and with good performance records.

The Financial Controller, a member of the Board of Lonrho Zambia, is responsible to the Managing Director for all aspects of financial management in the Region. Candidates should have experience, preferably in an African context, in the following areas:

- * Treasury Management
- * Corporate Planning
- * Monitoring and improving Company Performance
- * Tax
- * Statutory and Management Accounts

The D.P. Manager reports to the Financial Controller.

This is a "career" position. We therefore seek someone with the ability and ambition to assume, in the future, larger responsibilities within Lonrho.

Candidates should be qualified accountants with several years experience in managing a finance function within a major group.

Salary will be paid in local currency and sterling. Benefits include a free house, utilities and car, a gratuity, generous allowances and attractive holiday facilities.

Zambia is a country of great natural beauty, with a lovely climate. The appointment would suit someone with a young family.

Please apply, with career and personal details, quoting reference, V.437, to—

The Group Personnel Manager
LONRHO Plc
Cheapside House
138 Cheapside, London EC2V 6BL

FINANCIAL CONTROLLER £25-30K plus car and benefits

This private company, based in West London and presently employing c.300 staff is entering an exciting phase of expansion in the retail/catering sector.

Reporting to the Managing Director, the successful applicant will need to be capable of developing computerised accounting systems and have the desire to become really involved in the operation. The position will appeal to a young qualified accountant seeking a challenging and responsible senior management position.

Please send C.V to Jill Krebs,
34/38 Standard Road, London NW10 6EU.

APPOINTMENTS ADVERTISING

Appears every Wednesday
and Thursday

for further information
call 01-248 8000

Tessa Taylor ext 3351
Deirdre Venables ext 4177
Paul Maraviglia ext 4676
Elizabeth Rowan ext 3456
Patrick Williams ext 3694
Candida Raymond ext 4657

Our client is a major expanding group, covering a vast range of interests including freight management and business travel services, operating worldwide.

They are currently seeking the following personnel to work in their London based head office:-

Chief Accountant c£20K + CAR
Divisional Accountant c£16K
+ Excellent company package

Interested candidates should apply to:
RPL 2 High Street, Staines,
Middlesex TW18 4EE.
Tel. 0784 66345



MANAGEMENT ACCOUNTANT

Required for large stud and racing establishment near Newmarket, Suffolk.

Must be able to work on own initiative. Responsibilities to include preparation of monthly and annual accounts; budgets and cash flow forecasts.

Knowledge of computer systems an advantage.

Exciting and challenging position for the right individual. Remuneration package will be commensurate with ability and experience.

Apply in writing, in strict confidence, with C.V. before
Friday 29th July to: Box A0942, Financial Times,
10 Cannon Street, London EC4P 4BY

Regional Financial Controller

Car Dealerships
North East
To £25,000, Car, Bonus

A major force in the UK market place, this highly successful national motor group company has an exceptional opportunity for a dynamic accountant to become part of their organisation at a time of significant business development. Reporting to the Regional Director, responsibility is for total cash management and provision of financial information and reports for all aspects of the company's businesses throughout the North East. In addition to the development and maintenance of computerised systems and the management and motivation of an existing team. Aged over 30 and a qualified accountant, you will have a successful track record achieved at a senior level, ideally in a demanding dealership environment and be able to demonstrate the necessary level of drive and ability to make a significant contribution to the overall success of the businesses. First class communication skills together with a high degree of initiative is also required and will allow you to take advantage of the excellent promotion prospects available within the group.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to: D.R. Davidson, Hoggett Bowers plc, 4 Mosley Street, NEWCASTLE UPON TYNE NE1 1DE. 091-232 7455, quoting Ref. N15058/FT.

Hoggett Bowers

Executive Search and Selection Consultants

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, SHEFFIELD and WINDSOR

FINANCE DIRECTOR

c£30,000 package
exec. car & benefits



Denby Tableware

Coloroll today is the largest Home Fashion Group in the UK and, together with the recent success of the bid for John Crowther, the Group anticipates doubling its turnover to exceed £600m this year.

Denby Tableware is a result of a previous acquisition, Crown House, and its performance since then has demonstrated all the strengths of the Coloroll take-over formula. Increased productivity and a capital investment programme has already enabled output to increase by 35%. Aggressive marketing, new designs and the promotion of Denby's high brand awareness through television advertising has increased turnover to nearly £10m.

Denby's success is gathering momentum. Further penetration of the UK market, strong growth in export and a further capital investment programme will result in a significant increase in turnover and profitability. To meet these demands the Managing Director needs the sustained drive and contribution of a new Financial Director. (After 12 months the present one has been promoted within the Group).

Your role will be to ensure that the financial and computer departments continue to work effectively, ensuring that accurate and meaningful management results can be interpreted regularly by you for the Board. You will not only have a very definite hands on approach but will be involved in the future strategy of the company, as well as the responsibility for all financially related matters.

To meet these stringent demands you are likely to be late 20's/early 30's. Probably a graduate, you will be a self-motivated and very commercial qualified Accountant possessing strong communication skills. You should already have an excellent track record to date.

The executive team is dynamic and enthusiastic and you will join the company at an exciting time.

Prospects within the Coloroll Group are outstanding.

Relocation will be paid if necessary.

Please contact Lawrence Barnes or Paul Cohen at our Manchester Office quoting ref. no. B177.



Eagle Buildings, 64 Cross Street,
Manchester M2 4JQ Tel: 061-834 0618

Also at: Leeds and Liverpool

A Division of ASB Barnett Kinloch PLC

Hoggett Bowers

Executive Search and Selection Consultants

A MEMBER OF BLUE ARROW PLC

Group Internal Auditors

Career Move Into Commerce!

North London, c£22,000, Significant Bonus, Car

This highly profit oriented quoted company which operates in Finance & Property Development, offers a stimulating platform to move into the fabric of commercial enterprise.

As part of a planned expansion this multi-disciplined team now seeks to extend their specialist audit function embracing all company operations and providing a progressive internal management consultancy, audit and acquisition service.

The ideal candidate aged 25-40 will be qualified ACA's with a minimum of one year relevant post-qualification experience and display a flair for identifying commercial opportunities outside the more traditional accounting function.

Personal qualities will include a flexible individual who can demonstrate effective interpersonal and organisational skills to achieve maximum results. This highly visible role should be considered as a stepping stone for future advancement into senior line management within the Group. Generous executive benefits.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to, Bernadette Boylan, Accountancy Division, Hoggett Bowers plc, 1/2 Hanover Street, LONDON, W1R 9WB, 01-409 2786, quoting Ref. K16003/FT.

Finance and Administration Manager

A Broad Based Role with Commercial Influence
London

To £30,000 + Car

This young and exciting company imports high quality, premium priced specialist consumer durables from the Far East and markets them throughout the U.K. Growing rapidly, they now require a high calibre finance professional with a broad business perspective.

As Head of the Finance and Administration functions, you will be a senior member of a small team reporting to the Chief Executive. A key element of the role will be to make a significant contribution to all aspects of the commercial decision making process. Additionally, you will be expected to implement improved business systems necessitated by the company's long logistics chain. Previous experience in a trading organisation will be an advantage.

This position will be attractive to qualified accountants, who have supplemented a formative financial career with broader functional responsibilities. Probably in your thirties, you will now be keen to assume a more influential role and will have the drive, enthusiasm and flexibility essential in a small and high growth environment.

The company forms part of a larger private group and career prospects are excellent. Employment conditions are to a high standard and include a competitive benefits package.

Applicants of either sex should apply in confidence to Michael Pratt on (0962) 844242 (24-hour service) or write to Johnson Wilson & Partners Ltd., Clarendon House, Hyde Street, Winchester, Hampshire SO23 7DX quoting ref. 851.



Johnson Wilson & Partners
Management Recruitment Consultants

FINANCIAL CONTROLLER

Holborn £25,000

CACI is an international professional and high technology services organisation with clients in government and commerce. Founded in 1962, CACI is a leader in information systems, proprietary software products and market analysis services. We wish to appoint a Financial Controller to our UK subsidiary, to contribute to company profitability by the professional application of financial controls and the maintenance of accounting standards in the UK.

Candidates must be Chartered Accountants, educated to degree level with at least four years' commercial experience. Broad tax knowledge, combined with experience of US reporting will also be sought.

The position will appeal to an ambitious, highly energetic self-starter around 30 years of age with experience of working in an international computer software oriented organisation.

In addition to the salary indicated, benefits include a quality car, private medical insurance, pension and significant growth opportunities.

Candidates should apply enclosing a full CV to:

A.G. Post,
CACI Limited,
Regent House
39 Kingsway, London WC2B 6RH



FINANCIAL DIRECTOR DESIGNATE

Negotiable to £30K + bonus + car

A regional house building Company, based in the Home Counties and part of a public Group, requires a qualified Financial Controller who would be appointed to the local Board within six months.

Candidates aged 28 to 38 should have financial and management accounting experience using integrated computer systems. Building or property development experience would be an advantage, but commercial acumen and the personality to influence Board decision making in a strong management team are essential.

The package is excellent and progressive for the successful person and career opportunities in this Group are outstanding.

Please reply in complete confidence, with full curriculum vitae, and current salary, quoting reference GFV/32 to:

PROFILE MANAGEMENT SEARCH
Tabard Chambers, 53 Northgate Street, Gloucester GL1 2AJ.

FINANCIAL CONTROLLER SPECIALIST VEHICLES

A step up to total financial control

Yorks

Our client is a well established and financially sound manufacturer and fabricator of fire fighting and emergency rescue equipment. The Company's continued success has led to substantial market share and stringent quality control, leading to an international range of blue-chip clients in government, industrial and defence sectors.

Planned expansion and a strong order book necessitate immediate appointment of a Financial Controller. The post will involve some executive and administrative duties, including the implementation of financial systems, financial control and cash flow management. It will cover significant appeal to someone in a No 2 role.

In addition to the excellent rewards package, this career position offers the opportunity to implement total financial systems, which will involve daily contact with a variety of peripheral chemicals. It will also involve the short and expertly supervised training of new recruits.

For further details and an application form, please write to Simon Beeson, Profile Management Consultant, 31 Consultants Ltd, 34 Park Crescent, Leeds LS1 2DH, or telephone 0532 458469 (24 hours) quoting reference NR/728.

31 Consultants Ltd
Human Resources



A WEALTH OF
EXPERIENCE

Financial Controller (Director Designate)

International Trade Finance

Birmingham

c£30,000 + Car

Our client, a subsidiary of a U.K. based holding company, which in turn forms part of a French owned international trading group, is looking to recruit a capable Financial Controller (Director Designate).

The Company, with a forecast 1988 turnover of over £50m, is principally involved with trade finance on an international scale with overseas subsidiaries forming an integral part of the operation. Experience of international trading and a 'hands-on' style of management are essential for the position.

The successful candidate will be a commercially aware, qualified accountant, aged 30-45, with a minimum three years' relevant managerial experience gained, ideally, in an international trading or financial organisation.

Please write in confidence, quoting reference 761f and submitting a detailed curriculum vitae including salary details to:

Pannell Kerr Forster Associates
New Garden House
78 Hatton Garden
London EC1N 8JA

Pannell Kerr Forster
Associates
MANAGEMENT CONSULTANTS

Financial Controller

ELECTRONIC COMPONENTS

Cumbria

Circa £27,500 + Car

This high profile role will be expected to make a significant contribution to the strategic planning and overall direction of a 220m subsidiary of a diversified European group. It is an excellent career development opportunity for commercially-minded accountants seeking top level involvement with a major UK manufacturer.

Reporting to the UK Chief Executive, the person appointed will be fully responsible for all financial and administrative functions and lead a small team. A key objective is to oversee the development of a major computerisation project. Candidates, in their 30s/early 40s and qualified, must therefore demonstrate a successful track-record in the tight financial control of a sophisticated manufacturing operation. This should be backed by the strong interpersonal and leadership skills necessary to make an immediate contribution to the business. Prospects within the company and parent group are excellent.

The attractive remuneration package includes fully expensed 2 litre car, non-contributory pension and private health insurance, together with full relocation expenses to this semi-rural low-cost housing area, just north of the Lake District.

Interested applicants (male or female) should send a detailed CV or telephone for an application form on 0625 533364 (24 hours), quoting reference 1403/F/L.

Wickland & Westcott

SEARCH AND SELECTION: MANAGEMENT DEVELOPMENT

Springfield House, Water Lane, Wilmslow, Cheshire SK9 5QS. Telephone: (0625) 532446.

Group Accountant

Mid Surrey

c£30,000 + Car

Our Client is a young, profitable and highly acquisitive consumer electronics group of companies, with new and expanding interests in North America, Scandinavia, Australia and the Far East. Turnover in the current year is expected to be in excess of £50 million. The pace of growth and internationalisation of the business opens up the need for a first-rate qualified Accountant to report to, and if necessary, despatch to the Finance Director.

The work centres upon the core business financial control with responsibilities for subsidiary and departmental budget standards, agreement and control; monthly financial and management accounting including standards setting across the board; cash flow, cash forecasting, capital budgeting and accounting; credit control and appropriate treasury functions; construction and consolidation of 5 year plans; assisting in the evaluation and integration of acquisitions, and preparation of statutory group accounts.

Candidates should have the ability and inclination to take on a developing role as the business grows. Experience of introducing new systems and controls, combined with the ability to communicate with management at all levels, will be a clear advantage.

Salary is negotiable around £30,000 plus car, and other benefits. Please forward a full CV including salary details, quoting reference LM061, to Terry Fuller, Spicers Executive Selection, 13 Bruton Street, London W1X 7AH.



SPICERS EXECUTIVE SELECTION
A MEMBER OF SPICER & OPPENHEIM INTERNATIONAL

Financial Analyst

Lex Vehicle Leasing

High Wycombe

c£22,000

Lex Vehicle Leasing is Britain's largest specialist car and light van contract hire company with a fleet in excess of 35,000 vehicles. The company has grown at a compound rate of about 40% per annum over the last seven years and further substantial expansion is part of the corporate plan.

This challenging new position of Financial Analyst has been created to provide financial and analytical support to the Finance Director, and the rest of the senior management team. Understanding financial modelling on micro-computers will be a key responsibility in support of the strategic financial planning process. Also important is monitoring market sector activity to maintain a competitive edge.

MARCH
CONSULTING GROUP

GROUP AUDIT MANAGER

Bedford or Bracknell c. £28,000 + Car

Our client, a substantial electronics plc, requires a qualified accountant (under 45) to be based at either of the substances located as above. Reporting to the Financial Director and supervising a team of Field Auditors, you will plan the audit programme, assess locations, compile reports and implement recommendations. Line management prospects are envisaged in the medium term.

CHIEF ACCOUNTANT

Hayes, Middlesex c. £27,000 + Car

This blue chip multinationals requires a qualified accountant (under 40) for a large manufacturing subsidiary. Reporting to the Financial Director and controlling 10 staff you will be responsible for the day to day running of the accounts department and play an active role in the company's acquisition policy.

FINANCIAL CONTROLLERS

W.East/Chelmsford c. £27,000 + Car

As a result of recent acquisitions, a major FMCG multinationals has superb openings for two qualified Accountants (under 40). Reporting to the board, and responsible for some 20 staff, your tasks will include the enhancement of corporate systems, control and procedures, in line with current and future needs and the provision of statutory information.

CHIEF ACCOUNTANT

Nr Sevenoaks, Kent c. £27,000 + Car

Our client is a well known blue chip company in the financial services and insurance industry and now requires a qualified accountant (under 40) for a large subsidiary. Reporting to the Financial Director and supervising 25 staff, you will be responsible for the day to day running of the accounting department and also be involved with further computerisation.

FINANCIAL CONTROLLER

City c. £24,000 + Car

Our client, a growing financial institution listed on the Stock Exchange, is currently seeking a self motivated, ambitious accountant. The candidate's duties will include assisting the financial controller and managing the financial planning, producing management reports and interfacing with the management of the portfolio companies. An attractive salary is matched by excellent prospects BUPA and mortgage subsidy. RING US NOW FOR FURTHER DETAILS.

Deboo Executive

102 OLD STREET LONDON EC1V 9AY

TEL: 01-253 1216 (24 hrs)

Managing Director

Distribution Industry

Package c£40,000+

Surrey

Our client is a market leader in the sale of major domestic electrical appliances distributed nationally to recognised construction and retail customers and sourced from both major UK and European suppliers.

The business has an impressive profitable growth record and now seeks a Managing Director to steer the company into the next important stage of development.

Reporting to the Chairman he or she will have full responsibility for the entire operation including regional warehouses.

Candidates, preferably aged 35-45 should have at least ten years progressive experience in general management backed with a Chartered Accountancy qualification.

Total remuneration should be at least £40,000pa made up from a basic salary c£35,000 plus a profit related element. A car will be provided and a company pension scheme will apply. Relocation costs will be negotiated in appropriate circumstances.

Applicants, male or female should write to Bill Stern stating how their background and experience matches these requirements and quoting reference J2323.

Stern Associates,
Highclere House, Highclere Close,
Kenley, Surrey CR2 5JU.

STERN ASSOCIATES

Management Consultancy • Executive Recruitment

FINANCIAL DIRECTOR

Package up to £35,000+ Executive Car

Buckinghamshire

Our client, a major household name and a wholly owned marketing and manufacturing subsidiary of an internationally famous Group has, due to promotion, the need to appoint a high calibre FINANCIAL DIRECTOR.

Working closely with the Managing Director and other Board members you will provide financial input to strategic planning, commercial development and effective decision making. High leadership and communication skills are vital.

The role demands a qualified Accountant, preferably Chartered, aged 33-40, with impressive career profile in financial and management accounting, line management and corporate planning, probably in light industry or distribution.

Substantial benefits will include profit bonus and relocation expenses. Candidates should write in confidence to: Philip Cunningham, Managing Director, ARA Advertising, Cresta House, 17/19 Maddox Street, London W1R 0EY.

ARA ADVERTISING

FINANCIAL CONTROLLER PROPERTY. c.£23,000+CAR

Budgens, part of the Barker & Dobson Group Plc is one of the fastest growing food retailers in the UK. The pace of new store development and refurbishment, already at a high level, continues to accelerate.

To sustain this growth we are creating the new position of Financial Controller—Property. Reporting directly to the Group Property Director you will be responsible for setting the framework for future financial planning, budgeting and control of the Group's property activities.

Candidates should be 28-40 years of age, qualified, commercially aware, preferably with experience in the retail property sector. Ability to work under pressure, to manage staff and to communicate effectively with colleagues are all essential. The role is most definitely proactive. We offer a competitive benefits package which includes 25 days holiday, contributory pension scheme, free accident insurance.

Please send your Curriculum Vitae (or telephone for an Application Form) to Peter Raine, Personnel Director, PO Box 9, Stonefield Way, South Ruislip, Middlesex HA4 0JR. Telephone: 01-422 9511 Ext. 3480.

Budgens

Director of Finance and Administration Essex

Salary c.£25,000 + Car

Our clients, a medium sized and well-established firm of solicitors, have considered their organisational structure with a view to their future development and have identified a crucial need for a Director of Finance and Administration.

Reporting directly to the Partnership, the role will involve responsibility for administration and business monitoring in order to achieve greater efficiency and profitability. After an agreed period, the incumbent will assume an equivalent of partnership status.

The ideal candidate aged between 35 and 50, will be a qualified accountant with a proven track record gained in financial and administrative management and be able to demonstrate strong powers of persuasion and diplomacy gained in a professional environment.

Interested candidates who meet this criteria, should send a detailed c.v. including current salary, to Carol Jardine, quoting reference LM059, at Spicers Executive Selection, 13 Bruton Street, London W1X 7AH.



SPICERS EXECUTIVE SELECTION

A MEMBER OF SPICER & OPPENHEIM INTERNATIONAL

Financial Director Designate

NW London

Package c£30,000 + car

A small, highly profitable plc operating in a specialist niche within the civil engineering/construction industry has taken a strategic decision to expand and diversify organically and through acquisition. Ample funding is available for both.

This is effectively a new appointment. The management team now needs a young finance-oriented business manager to lead the accounting and administrative functions, to identify business opportunities and to drive the plans through to successful, profitable implementation. The prospects are excellent and will include equity participation in time.

Candidates will be qualified accountants with at least three years' experience in a rigorous small company environment. Commercial flair coupled to a confident, forthright yet diplomatic personality and hands-on approach are all critical to success in this demanding role.

Preferred age: 28-32.

To apply, please send your CV to Vivien Bass, Douglas Llambias Associates at our London address, quoting reference

number

FINANCIAL & MANAGEMENT RECRUITMENT CONSULTANTS
DOUGLAS LLAMBIAS

LONDON BRISTOL BIRMINGHAM LIVERPOOL MANCHESTER ABERDEEN EDINBURGH GLASGOW DOUGLAS LLAMBIAS ASSOCIATES LIMITED, 410 STRAND, LONDON WC2R 0NS
TELEPHONE: 01-836 9501

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To secure the best appointments at a senior level needs more than good advice, accurate objectives and access to the right people. InterExec not only provides career advice, but also a unique service to bridge the critical gap between the right job, why waste time and money on unproductive letters?

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For an exploratory meeting without obligation, Telephone InterExec on 01-630 5043/7

A member of the Career Development & Outplacement Division

Landseer House, 19 Charing Cross Road, London WC2H 0ES



FOR ACCOUNTANTS

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Appears every Wednesday
and Thursday

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call 01-248 8000

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Candida Raymond ext 4657

X

Outstanding Young Financial Executives Major International Group

London

We are seeking a number of exceptional young financial executives to fill key development positions within a major international group; a world leader in the branded consumer products and services market. The Company has consistently produced above average profit growth in a diversity of competitive market sectors and is set for further significant development both through acquisition and organic growth.

In keeping with the Company's forward thinking strategy, our client wishes to appoint financial executives, initially into functional Head Office roles, who have the potential for rapid promotion to senior line management positions within the Group. All require strong commercial ability, personal drive, sound judgement and the high level of communication and interpersonal skills expected of a successful executive in a fast moving, competitive environment.

Candidates aged 27-35 must be qualified accountants or business graduates who have already demonstrated an outstanding level of achievement in their career to date. They must possess a high level of intellect, good technical accounting skills and strong commercial acumen and have the strength of personality to make an immediate impact at a senior level in the organisation.

Please apply in confidence indicating your present salary and enclosing a copy of your C.V. to Peter Malon, quoting reference 1870.

Odgers

MANAGEMENT CONSULTANTS
*Odgers and Co Ltd, One Old Bond St.
London W1X 3TD. 01-459 8311*

Up to 50k

MBA/ ENGINEER

Canadian based MBA Finance (Hons) seeks challenging position with high technology manufacturer or consultant. BSEE (1979) industrial, electronic - IT background. Most recent experience in corporate lending. Creative, strategic thinker, demonstrated success in team leadership.

Write Box A0941, Financial Times, 10 Cannon Street, London EC4P 4BY

APPOINTMENTS ADVERTISING

Appears every Wednesday and Thursday

for further information call 01-243 8000

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Paul Maraviglia ext 4676
Elizabeth Rowan ext 3456
Patrick Williams ext 3694
Candida Raymond ext 4627

**FINANCIAL
CONTROLLER**
c£23,000 + car
A commercially-minded qualified accountant, aged 28-36 (ACA, ACCA, ACCA) is required to work closely with the M.D. of a dynamic constantly changing small group of companies (total c £2m), based in S.W. London.

This is a new appointment and budget, cost, finance and administration skills are essential. In addition to the financial role, there will be involvement with marketing, planning and group structure - establishing a group identity with profit centres.

The successful candidate will be personable and have a positive approach. Whilst being a sounding board for the Managing Director, he/she will be able to keep pace with the high expansion rate of this successful company and be a good manager.

Ask for Pat Hunter on 01-542 8853

or send your C.V. to Zenith Accountancy, Collegham House, Gladstone Road, London SW19 1QH

Hoggett Bowers

Executive Search and Selection Consultants
BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, SHEFFIELD and WINDSOR

A MEMBER OF BLUE ARROW PLC

Group Internal Auditors

Career Move Into Commerce!

North London,

This highly profit oriented quoted company which operates in Finance & Property Development, offers a stimulating platform to move into the fabric of commercial enterprise.

As part of a planned expansion this multi-disciplined team now seeks to extend their specialist audit function embracing all company operations and providing a progressive internal management consultancy and audit service.

The ideal candidates aged 25-40 will be qualified ACA's with a minimum of one year relevant post-qualification experience and display a flair for identifying commercial opportunities outside the more traditional accounting function.

Personal qualities will include a flexible individual who can demonstrate effective interpersonal and organisational skills to achieve maximum results. This highly visible role should be considered as a stepping stone for future advancement into senior line management within the Group. Generous executive benefits.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to, Bernadette Boylan, Accountancy Division, Hoggett Bowers plc, 1/2 Hanover Street, LONDON, W1R 9WB, 01-409 2766, quoting Ref K16003/FT.

RECENTLY QUALIFIED Windsor

A major British plc, our client is at the forefront of technology worldwide in a number of fields. Recent acquisitions have significantly increased the scope and the impact of the group and it is committed to further expansion, both organically and by acquisitions.

An ambitious recently qualified accountant is sought to strengthen its group accounting function - an excellent opportunity to gain initial commercial experience or to capitalise on that already gained by working in a small high profile team in the group's head office.

Making extensive use of computers, emphasis will be on group management and statutory accounting and providing accounting support to subsidiaries. Success in this role will create excellent career opportunities at group or operating company level.

The competitive remuneration package includes, where appropriate, assistance with relocation.

Please write with full career details or telephone David Tod BSC FCA quoting reference D/644/MF.

LLOYD MANAGEMENT Selection Consultants 125 High Holborn London WC1V 6QA 01-405 3499

COSTING MANAGER c£24,000 + car Marketing Environment

A marketing oriented Costing Manager is required for a young and dynamic Division of a world-renowned consumer durables Group.

This is a senior appointment with every prospect of early progression to Board status.

In the first instance, the responsibilities will be to lead a department controlling cost and management requirements, financial analysis and the trading account side of the business.

Applicants should be ACMA qualified, aged 26-35, with a successful professional track record in an industrial or consumer marketing environment.

Full CV please quoting ref WLF to:-
**JOHN HUNT ASSOCIATES,
ASHLEY HOUSE,
ASHLEY GREEN ROAD,
CHESHAM, BUCKS,
HP5 3PE**

MANAGER— FUND ACCOUNTS ACA/ACCA - GUERNSEY

Excellent Salary plus substantial benefits

The National Mutual Group and its subsidiaries control assets in excess of \$8,000 million world wide.

NM Schroder Financial Management International Limited, a subsidiary of NMIS, is based in Guernsey and manages the NM Portfolio Selection Fund Limited - an open ended investment company registered in the Cayman Islands with 23 classes of participating shares.

NM Schroder Financial Management International Limited also provides a range of services specifically geared to the needs of the international offshore industry.

Responsibilities of the Fund Accountant Department include the preparation and maintenance of all funds managed by the Company, maintenance of accounting records, preparation of daily valuations and the publication of prices.

This post offers excellent opportunities for career development for qualified accountants who ideally possess relevant experience in the Financial Sector. The successful candidate aged 26-40, will be eligible to apply for a local marine shipping licence. Written applications, enclosing an up-to-date CV, should be submitted to Michelle A Drew - Personnel Department, Box 273, Schroder House, The Grange, St Peter Port, Guernsey, Channel Islands.

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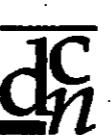
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SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Thursday July 14 1988

IMI

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First Chicago rebounds with net \$123m gain

BY ANATOLE KALETSKY IN NEW YORK

FIRST CHICAGO, the US bank holding company, reported net income of \$122.9m or \$2.02 a share, representing a substantial turnaround from the \$59.9m net loss reported in the year-earlier quarter.

Like all other major US banks, First Chicago reported a big loss in the second quarter of last year as a result of reserves set aside against its portfolio of Third World loans. This has rendered the traditional year-on-year earnings comparison meaningless for the latest quarter's figures.

Profits declined by 15 per cent in comparison with the first quarter of 1988, when First Chicago earned \$141.5m or \$2.38 a share.

Most of the difference was due to a one-off gain of \$24.3m recorded in the first quarter from the settlement of certain pension obligations.

First Chicago's net interest income before provision for credit losses was \$297.1m, compared with \$305.6m in the first quarter and \$293.6m in the second quarter of 1987.

The credit loss provision was reduced to \$37.3m, compared with

\$56.2m in the first quarter of 1987.

Caterpillar profits grow

BY OUR NEW YORK STAFF

CATERPILLAR, the world's largest construction equipment manufacturer, which is often seen as a bellwether for the US capital goods industry, enjoyed impressive gains in profits, sales and margins in the second quarter.

Caterpillar's net profits of \$145m or \$1.45 a share were 19 per cent up on the year-earlier period. Net sales of \$1.6bn or \$1.20. Pre-tax profits improved much more sharply from \$130m to \$216m.

Worldwide sales revenues rose 26 per cent to a quarterly record of \$2.6bn, with most of the

CBS ahead despite slide in prime-time market

By Our New York Staff

CBS, the New York broadcasting group, yesterday reported an improvement in its television and radio business in the second quarter despite its slide in the prime-time market and continued management upheaval.

The broadcast group, which has been shorn of its record and publishing businesses by its hard-driving chairman, Mr Laurence Tisch, saw a 7 per cent rise in operating profits in the broadcasting operations to \$165.1m from \$153.5m in the first quarter and \$273.3m a year ago.

The big growth in expenses over the past 12 months has been mainly to acquisitions and credit-card affinity promotion programmes. Excluding these items, First Chicago said its non-interest expenses would have been only 5 per cent higher than a year ago.

Analysis said First Chicago's solid second quarter earnings were buoyed by strong credit card fee income, good cost control and improved asset quality. One commented: "It has some of the best earnings momentum in the industry from fee growth in credit cards and from asset quality improvement."

CBS saw net interest income for the June quarter rose 40 per cent to \$128.7m, or \$5.01 a share, with net income from continuing operations up 77 per cent. But these dramatic gains were mostly derived from the interest income on the \$3bn cash hoard Mr Tisch has built from the disposal of the non-broadcasting businesses.

CBS saw net interest income of \$43.9m in the second quarter against a net interest charge of \$6.7m in the 1987 June quarter.

CBS is last among the three networks for the first time in 36 years and has suffered management turmoil in its news business because of Mr Tisch's efforts to cut costs.

Mr Tisch, who took control in a management coup two years ago, said that the higher sales and better operating margin showed the effectiveness of cost cutting and efficiency moves. "All areas of the Broadcast Group—the television network, television stations and radio—contributed better results," he said.

Roderick Oram analyses the new direction for a household name in photography

Instant change for Polaroid's image

FOR POLAROID, 1988 was a sensational year. With two of every five cameras sold in the US made for instant photography—the field it created 30 years before—the company smashed its own records for shipments and profits.

But it was a year it could never repeat. Conventional roll film and cameras reasserted their ascendancy in the following 10 years in cost, quality and convenience. Polaroid's sets of instant film and cameras fell away at a rate of about 10 per cent a year.

It sounds a few words of warning to the company's research labs and court rooms, but they could never halt the retreat. Although instant photography still accounted for 90 per cent of its \$1.75m of sales last year, it was increasingly obvious to the company and Wall Street that it was time Polaroid developed other interests.

Its new direction came clear on Tuesday, when it announced the refocusing of its activities. It will stay in the business of capturing images but it is taking a new technological tack. Mr MacAllister Booth, Polaroid's president, said it will accelerate efforts to develop "new media technologies, electronic imaging and other pro-

grammes that our future in the imaging field depend on."

It is a two-pronged approach—one in the new high-tech areas, such as electronic images, and the other in the mature and intensely competitive business of conventional roll films. After decades of preaching the virtues of instant photography, Polaroid must feel some distress about having to go toe-to-toe with the likes of Eastman Kodak of the US and Fuji Photo Film of Japan in a business it once dominated.

Polaroid is seeking \$5.7m of damages; Kodak reckons it should pay \$30m. Court hearings begin in January, with Wall Street piling into Polaroid's share price a windfall of between \$1bn and \$1.5bn.

Having booted Kodak off its turf, Polaroid now has to battle the giant on its own terms. Unlike the manufacturer of any other mass, cheap consumer product, Kodak has kept most of the business it created over a century.

The only serious challenge so far has come from Fuji Photo Film of Japan which has 10 per cent of the US and 15 per cent of the world markets. Polaroid believes it can capitalise on its well-known name, reputation for high quality and finely honed marketing and distribution skills to carve out some of the world market for itself.

improvements in the ease and technology of conventional film processing has put "mini-labs" offering one-hour processing in every shopping street.

The closing of the convenience stores has hurt Polaroid badly. Studies show that the thrill of instant photography fades rapidly for the typical user within a few years of buying a Polaroid. The company has tried to counter the trend by introducing new products every few years.

Polaroid also lost a lot of ground to 35mm film because of the development of high technology, but increasingly to cheap, "point and shoot" cameras.

Consequently, instant cameras fell from a peak of 40 per cent of new camera sales in the US in 1978 to well under 20 per cent last year. Polaroid's camera unit sales slumped from almost 9.5m in 1978 to a trough of 3.7m in 1985.

Polaroid's net profits plunged from a record \$118.4m in 1978 to \$26.5m in 1982, but recovered to \$116.1m last year.

But in the longer term, there was only one solution—to start the search for the next great leap in technology which might bring a reward as bountiful as instant photography.

Mead, Georgia-Pacific post striking advances

BY JAMES BUCHAN IN NEW YORK

MEAD and Georgia-Pacific, two big pulp and paper groups, reported strikingly higher second quarter earnings to June on strong order backlog and good mill operating rates.

Mead, the Ohio company which is a leading supplier of paper to publishers, schools and offices, said earnings were 35 per cent up on the 1987 June quarter at \$73m a year. Sales rose 14.3 per cent to \$4.4bn.

Georgia-Pacific, which manages vast timberlands in southeastern US, reported a smaller rise, with its building lumber business held back by weakness in new housing.

Net second quarter income was \$118m, against \$111m before a special gain of \$37m in the 1987 second quarter. Earnings per share rose from \$1.01 before the gain to \$1.21 as the company bought back shares during the year. Sales rose 14.3 per cent to \$4.4bn.

In the first six months, Mead earned \$138.4m or \$2.13 a share including a 17 cent first-quarter special. The gain was 61 per cent on a 10 per cent sales rise to \$2.25bn. Georgia-Pacific saw earnings fall from \$226m or \$2.06 a share to \$224m or \$2.22 a share on 14.7 per cent better sales of \$4.53bn.

Murdoch launches assault on bible market of the US

BY ANDREW BAXTER IN LONDON

MR RUPERT MURDOCH, the Australian-born publisher whose tabloid newspapers feature among the racier titles on the world's newsstands, is moving into the US bible and Christian book market.

Harper & Row Publishers, the US publishing house which is owned jointly by Mr Murdoch's News Corporation and its William Collins affiliate of the UK, has agreed to buy Zondervan, the largest US publisher of Christian books, for \$13.50 per share or a total of \$56.7m.

Zondervan, with annual sales of around \$100m, is also the sec-

ond largest US printer of Bibles. It has exclusive US rights to the New International Version of the Bible.

Zondervan has been the subject of takeover activity for some years. In April 1986, a group led by Mr Christopher Moran, a British investor, bid \$2.50 a share for the company, but its overtures were rejected. In October 1986, the company put itself up for sale, and subsequently Miwon Capital, a member of the now defunct Moran group, set up another investor group.

Harper & Row, which itself was purchased by Mr Murdoch only



Japan's Business and Finance at Your Fingertips Nikkei Telecom II English Access to Japan

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INTERNATIONAL COMPANIES AND FINANCE

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and

Mr. Reginald F. Lewis

have sold the majority of the operations of

Beatrice Latin America

to

Organización Polar

and have sold the Brazilian operations of

Beatrice Latin America

to

Nestlé S.A.**Bear, Stearns & Co. Inc.**acted as financial adviser to
TLC Beatrice International Holdings, Inc.
in these transactions.

June 1988

All of these securities having been sold, this advertisement appears as a matter of record only.

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(without par value)

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July 1988

FRENCH GROUP LOSES BOTTLING AND DISTRIBUTION RIGHTS

Coca-Cola wins round in Pernod court battle

BY PAUL BETTS IN PARIS

COCA-COLA won a major round yesterday in its legal battle against Pernod Ricard when a Paris appeals court ruled in favour of the US company's decision not to renew the French drinks group's marketing concessions for Coca-Cola in France.

The judgement is a big blow for Pernod. It launched the legal action earlier this year after the US soft drinks group decided to break off its production and distribution agreements with the French company. These had dated back to 1948.

Pernod had agreed to negotiate a settlement with Coca-Cola last January, but the two companies fell out over the amount of com-

pensation, with the French group claiming that Coca-Cola had made at the time an unacceptable low offer. They are now understood to be holding talks to try to settle this issue.

The stakes are particularly high for Pernod since its long-standing Coca-Cola license business has accounted for about 10 per cent of the group's annual sales of FF12.5m (£2m). For its part, Coca-Cola has been seeking to take direct control of its soft drinks operations in France as well as in several other European countries.

The French company won an initial ruling last month from the Paris commercial tribunal order-

ing Coca-Cola to resume normal commercial relations with Pernod. Coca-Cola immediately launched an appeal.

Although the appeals court

yesterday took no decision on the issue of compensation, its ruling establishes Coca-Cola's right not to renew bottling and distribution contracts which were under litigation with three Pernod sub-

sidiaries.

The court ruled that the Coca-

Cola distribution rights in Orle-

ans would revert to the US com-

pany next month and in Mar-

seilles at the beginning of 1990.

The court also confirmed the right of Coca-Cola to terminate its contracts for distribution of

canned products no later than the beginning of January 1990.

Coca-Cola also announced plans to develop further its busi-

nesses in France following the

ruling. Mr John Georges, Coca-

Cola's executive vice president,

said France would play an

increasingly important role in

the company's business in

Europe.

The company is building a

FF130m facility at Dunkirk

which is due to be completed in

January 1989 - to produce the

cans of Coca-Cola a year. At La

Seyne in southern France it is

building a FF200m plant to pro-

duce beverage base which is

expected to be completed next

July.

Earlier this year, Coca-Cola regained the rights to manufac-

ture and distribute its products

in the Bordeaux and Vichy

regions.

However, in other regions'

bottling contracts held by Pernod

and other bottlers would remain

in effect until the respective con-

tracts expired.

Mr Georges said the company was already increasing the size of its sales force in Bordeaux and Vichy.

"We will undertake similar

efforts as bottling and distribution

rights revert to the company," he added.

Roche in Soviet venture

By Our Financial Staff

HOFFMANN-LA ROCHE, the

big Swiss pharmaceuticals

group, yesterday signed its

first joint venture agreement

with the Soviet Union - to

produce medical diagnostic

tests for the Soviet and selected export markets.

The venture, set to begin

operations in January 1989,

represents a constructive step

in the direction of long-term

co-operation in the medical

field," said Basle-based Roche.

The announcement comes

some seven months after San

dior, another big Swiss chemi-

cal and pharmaceuticals com-

pany, said it had signed a joint

venture agreement with the Soviet Union to produce sal-

plus dyes.

In Roche's venture, the new

company, called Diagline, will

be located in Moscow and start

up operations, Roche said. It is

capitalised at SF110m (\$6.6m)

and 500,000 shares (\$600,000).

Roche will hold a 48 per cent

stake in Diagline.

Roche declined to estimate

the size of the Soviet market

for diagnostic kits. It said produ-

ction would start in Switzer-

land, then shift to the Soviet

Union by 1994.

Diagnostics accounted for

11.8 per cent of Roche's 1987

revenues of SF7.32bn. The divi-

sion, established in 1983,

produces reagents and analyti-

cal equipment.

Meanwhile, Ciba-Geigy, another

Swiss drugs group, reported a 5.4 per cent rise in

first-half sales from SF7.28bn to

SF7.56bn.



Jacques Calvet: predicts 30-35

per cent pre-tax profit rise

in European car market

market environment.

Mr Jean Boillet, head of the

Automobiles Peugeot division

had said the European car market

had been stronger than originally

expected in the first half of

this year, increasing by 8.1 per cent to

about 6.525m new registrations

compared with an already firm

first half last year.

The French market had risen

by 8.5 per cent in the first half

and is expected to total more

than 2m registrations again this

year.

The division saw its European

volume sales rise by 20.6 per cent

in the first half of this year.

Mr Boillet said he expected Peugeot

sales to pick up in the US market

with the launch of the American

version of the Peugeot 405 saloon

at the end of next month.

In the Far East, he said the

division had renegotiated its car

production agreement in Canton

with the Chinese authorities to

double output to 20,000 cars a

year in 1990. He said the Chinese

were also studying further pro-

duction increases at the Canton

plant.

In March 31, an increase of 8.4

per cent year-on-year. The

group's outstanding loan took

itself to £10.200m, an improve-

ment of 6.7 per cent.

The losses attributable to secu-

rities and foreign exchange trad-

ing amounted to £65.5m in the

INTERNATIONAL COMPANIES AND FINANCE

Best Denki stays silent over link with Dixons

By Steven Wagstaffe in Tokyo

BEST DENKI Japan's biggest electrical retailer, is keeping closely guarded its plans for links with Dixons, the largest electrical chain store in the UK.

While many Japanese companies are becoming increasingly willing to explain their activities to the outside world, Best Denki yesterday directed a reporter to search through files in public libraries for information.

Best Denki has made no public comment since it and Dixons said last week that they were in the early stages of talks which might lead to co-operation, staff exchanges and cross-shareholdings.

Based in Fukuoka, in Kyushu, Japan's southern island, Best Denki's headquarters are several hundred miles from Tokyo. But the group's ambitions are anything but provincial.

Since its foundation in 1953, the company has expanded rapidly under the leadership of Mr Mitsuo Kitada, chairman, who is also the company's largest single shareholder with 41 per cent of the equity.

Group sales in the year to February grew 15 per cent to Y150bn (\$1.38m), boosting pre-tax profits 16 per cent to Y11.1bn. Like Dixons, Best Denki concentrates on television sets, video recorders and audio equipment, but also sells air conditioning and kitchen appliances.

The thrust of the company's recent growth has been in spreading north from Kyushu into the heartland of the Japanese economy, in Osaka and Tokyo. It plans to open a further 38 stores this year.

Best Denki is not a newcomer to links with overseas groups. About 10 of its 385 stores are abroad — in Singapore, Hong Kong and the US, run mainly through a tie-up with Yasohan Department Store, a chain based in Shizuoka, near Tokyo.

Equally important are Best Denki's trading links with foreign suppliers. Like Dixons, Best Denki buys a large amount of stock in south-east Asia.

Last month it signed a deal with General Electric of the US, under which the American group will supply Best Denki with refrigerators to be sold under Best Denki's brand name. It is unusual for GE to supply customers on this basis — an indication of the market power of Japan's biggest electrical retailer.

If the agreement goes well, Best Denki also plans to buy air-conditioning equipment, ovens and washing machines from GE.

Japanese analysts believe the biggest advantage to Best Denki of a deal with Dixons would lie in enhancing its buying power.

The company might also hope to benefit from exchanging staff with Dixons. Japanese retailers feel that while the country's manufacturers are often more than a match for Western companies, in retail the country still has something to learn.

The development of retailers' power in Japan, especially of chain stores like Best Denki, has been hampered by government regulations which protect small shopkeepers.

JAPANESE RESULTS

HITACHI CABLE WIRES, CABLES			SHIZUKI MOTOR CARS, MOTORCYCLES		
Year to	Mar '88	Mar '87	Year to	Mar '88	Mar '87
Revenue (m)	28.42	24.75	Revenue (m)	58.97	52.62
Pre-tax profit (m)	2.42	2.75	Pre-tax profit (m)	22.62	21.62
Net profit (m)	9.13	7.74	Net profit (m)	10.70	9.60
Net per share	25.01	23.00	Net per share	34.53	32.40
CONSOLIDATED					

NIKKEN KEMING PETROLEUM, NONFERROUS METALS			YOKOGAWA ELECTRIC INDUSTRIAL INSTRUMENTS		
Year to	Mar '88	Mar '87	Year to	Mar '88	Mar '87
Revenue (m)	102.42	72.72	Revenue (m)	100.1	103.1
Pre-tax profit (m)	24.22	21.57	Pre-tax profit (m)	15.75	12.72
Net profit (m)	7.45	5.12	Net profit (m)	6.64	5.62
Net per share	9.50	5.97	Net per share	10.62	8.83
CONSOLIDATED					

NATIONAL BANK OF CANADA

(A chartered bank governed by the Bank Act of Canada)

U.S.\$50,000,000

Floating Rate Notes due July 1991

In accordance with the provisions of the Notes notice is hereby given that for the six month Interest Period from 14th July 1988 to 17th January 1989 the Notes will carry an Interest Rate of 8.625% per annum.

The Coupon amount payable on Notes of

U.S.\$5,000 will be \$224.01

Agent Bank

FIRST CHICAGO
LIMITED

U.S.\$100,000,000

Guaranteed Floating Rate Notes due 1993

of

SANWA INTERNATIONAL FINANCE LIMITED

Guaranteed up to payment of Principal and interest by

THE SANWA BANK, LIMITED

Notice is hereby given that the Rate of Interest has been fixed at

8.475% p.a. and that the interest payable on the relevant interest

Payment Date, January 17, 1989, against Coupon No. 2 in respect

of U.S.\$100,000 nominal of the Notes will be U.S.\$4,402.29.

July 14, 1988, London

By Citibank, N.A. (CSSI Dept.), Agent Bank

CITIBANK

John McIlwraith on a legal battle to be waged by former associates

Fairfax to challenge on bid fee

AN UNSERENE dispute between former close business associates will be played out to the fascination of the Australian financial community, in a series of court actions later this year.

The argument is over a fee of A\$100m (US\$75.2m) allegedly due to Rothwells, Mr Laurie Connell's Perth-based investment bank, from the embattled John Fairfax publishing group.

Fairfax has, in turn, asked the New South Wales Supreme Court to allow a counter-claim against Rothwells and Bond Media, Mr Alan Bond's company with which Rothwells is linked.

The fee, which would be the highest paid for financial advice in Australia, was proposed during the heady days before the October crash when Mr Warwick Fairfax initiated a A\$2.55m takeover. This consolidated family control over the Sydney Morning Herald, Melbourne Age and other core titles.

But the plan had envisaged the sale of other assets. Following the crash most of these disposals failed to take place, leaving the now privately owned company with enormous debts.

Mr Connell and a group from Rothwells were advising Mr Fairfax under an arrangement made on August 26. However, by February there were a number of key resignations from Fairfax and soon afterwards Mr Connell severed his ties with Tryart, the Fairfax family company being employed to carry out the restructuring.

Meanwhile, Mr Connell faced problems of his own, with a dramatic run on Rothwells' funds in the week following the events of October 19. This was ended by a rescue package involving some of Australia's richest men.

The package had been quickly assembled by Mr Bond, but what was not known at the time was that, through Bond Media, he had accepted the unpaid A\$100m fee as security against an advance of A\$67m made to Rothwells.

Mr Connell's group appears to have achieved some level of stability in the period since the crash, but the restructuring has considerably reduced his holding. Tryart had refused to pay because the fee had not been earned. "Under the agreement, the

Rothwells had the obligation to perform certain services but that obligation has not been carried out," they said.

A rejoinder from Rothwells said the company found it impossible to understand Tryart's allegations. "In view of the contractual acknowledgement of November 9 1987, the fee was due and payable on June 28 1988."

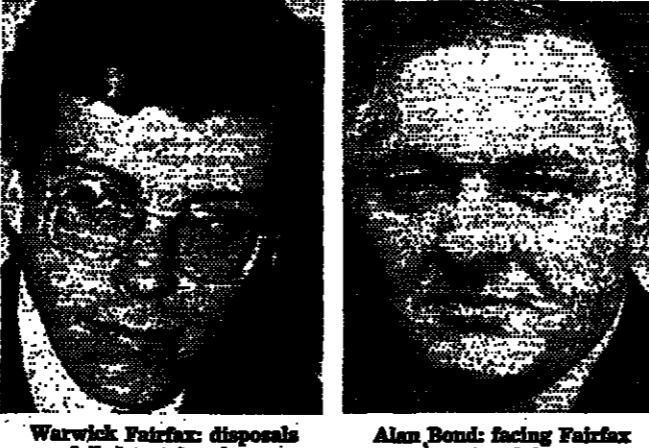
Confirmation that any fee would be payable to Bond Media came when that company was the first to initiate action for its recovery, to be joined later by Rothwells.

This week, Tryart confirmed its stated intention of retaining the right to counter-claim, with counsel arguing before the NSW Supreme Court that Tryart acknowledged an obligation to pay Rothwells, but that was expressed to be conditional on the proper performance by Rothwells of the services it was obliged to perform.

Those services included giving advice and assistance for 12 months after the agreement was signed, counsel added.

The court was told that the advice Rothwells gave did not constitute a proper performance of its services and that a memorandum of understanding signed by Tryart, Bond Media and Rothwells on November 9 was a qualified version of an original draft document Tryart had refused to sign.

Fairfax officials said that Tryart had refused to pay because the fee had not been earned. "Under the agreement, to begin on October 10 and to last about three weeks."



Warwick Fairfax disposals failed to take place

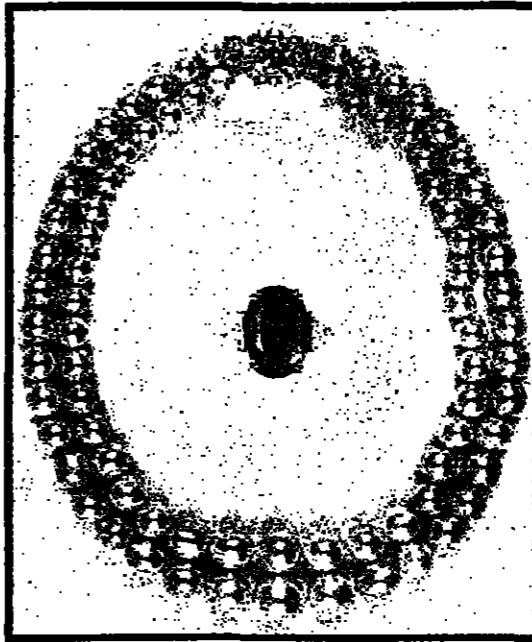
Alan Bond: facing Fairfax counter-claim

VENTE AUX ENCHERES PUBLIQUES

par le Ministre de MM. les Commissaires-Priseurs appartenant du Crédit Municipal de Paris

Tuesday 19th July 1988 at 3 pm - Paris - Drouot Richelieu - room 5

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Payment Date,

UK COMPANY NEWS

MAIDEN CONTRIBUTION FROM US OFFSETS POOR CHRISTMAS PERFORMANCE

Static Dixons restricted to £103m

BY MAGGIE SAYER

A SHARP fall in profit margins in its UK retailing division kept taxable profits of Dixons Group, electrical retailer, virtually unchanged at £103.1m in the year to April 30. Sales rose by 51 per cent to £1,686.3m.

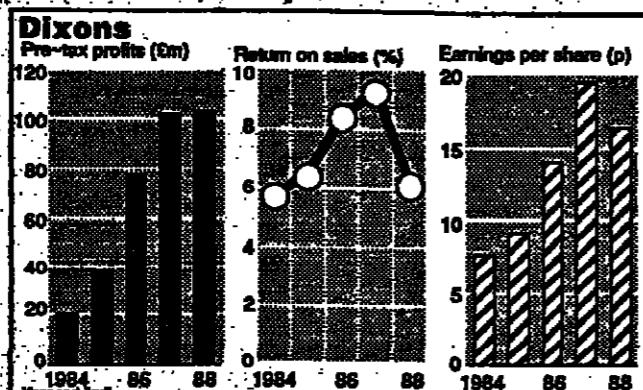
The results had been anticipated in the City and the shares gained 7p to 1,656 yesterday.

Contributing to a first half profit rise of 12 per cent to £25.5m, second half profits fell 13.7 per cent to £33.6m. Profits in the UK retail division fell just over 40 per cent in the second half to £31.4m. Profit margins for the division fell from 7.9 per cent to 5 per cent over the year, although sales rose 14.6 per cent to £1,158m.

Mr Stanley Kalms, chairman, said that in the UK "there are signs of a more positive trend over recent weeks". He refused to comment on bid rumours.

Disappointing figures had been predicted by the company at the time of its interim statement in January, after trading had proved difficult in the critical pre-Christmas period.

Prices for a number of the



products the Dixons and Currys chains sell had fallen, Mr Kalms said. However, he believed that price deflation had now ended and that this "gives us a chance to get back the margin".

Referring to Currys, Mr Kalms said "there was a considerable deterioration in profits". Currys, acquired three years ago, had been less able to cope with the reduction in sales because the cost structure was wrong, he explained.

Dixons is now restructuring its UK retail interests to save costs, improve buying and distribution and prevent internal competition between the Dixons and Currys chains. The two chains would overlap less in products and stop competing on price. These measures should be worth several million pounds in future years, Mr Kalms predicted.

In the US, the Silo chain, acquired at the end of the last financial year, had "performed

ahead of budget despite a difficult trading environment". Profits from US retail activities amounted to £16.8m on sales of £256.3m.

Mr Kalms believed that Silo's 2 per cent share of the US market could be increased to 10 per cent within five years, giving it sales of \$40m (£23.8bn). He said the costs of expansion were far lower in the US than the UK.

The property development division increased profits by 33 per cent to £15.7m and its financial services operation, including credit cards and extended warranties, lifted profits by 28 per cent to £11.6m.

Earnings per share, hit by the convertible preference shares issued in connection with the Silo acquisition, fell by 16 per cent to 18.4p. A proposed final dividend of 5p makes an increase of 7.5 per cent for the year to 43p.

Mr Kalms said the balance sheet was virtually unaged at the year end, excluding the convertible. Capital expenditure would continue at around £50m a year.

Thorn gets go-ahead on Holophane takeover

BY GEORGE GRAHAM IN PARIS

Rover Group has ended nearly a decade of continuous losses by making a pre-tax profit of £7.1m in the six months to July 2 1988.

It was the group's first interim

pre-tax profit since 1979, and compered with a deficit of £30.9m in the first half of last year.

Rover has not made a full year

pre-tax profit since 1978.

Turnover rose by 5.7 per cent to £1.55bn from £1.53bn.

Rover released its results to coincide with the expected announcement in London and Brussels that agreement had finally been reached between the Government, the European Commission and British Aerospace on terms for the group's takeover by BAe.

Last night, however, the deal was still in doubt.

Rover's result was achieved before it received any relief from its heavy debt burden through the planned cash injection by the Government. Profits before taking interest of £21.7m (£29.9m) into account amounted to £28.3m against £3.2m last time.

Rover said the main factor behind the recovery was the £17.5m operating profit (£16.4m loss) achieved by the Austin Rover volume car operation. This

was supported by a 44 per cent increase to £10.8m in operating profits at Land Rover. The improvement was achieved despite a five-week strike in the spring.

Overall, Rover made a first half operating profit of £19.8m (loss of £13.2m). In addition, holdings in associated companies contributed £8.9m against £3.2m last time.

Rover said export revenues fell by 13 per cent to £460m under the impact of the strong pound in key overseas markets and the significant downturn in the US.

Austin Rover car sales worldwide rose by 4.3 per cent to 235,403 units, with a 5.6 per cent increase in the UK to 161,952 units and a 1.5 per cent increase in exports to 71,451 units.

Sales in continental Europe were virtually unchanged, but the slide in the US was offset by gains in other overseas markets.

See Lex

Rover motors into profit after decade of losses

BY KEVIN DONE, MOTOR INDUSTRY CORRESPONDENT



281,000 units, volume sales were unchanged at 259,000.

UK car sales (including Range Rover), rose by 5.7 per cent to 161,668 units, but Rover lost market share as total UK new car registrations grew by 10.2 per cent.

At the same time, Rover has been hit by a heavy slide in US sales of its top of the range Sterling executive saloon. Sales of the model, launched in the US in February of last year, fell by 38 per cent to 715 units in June, to total only 4,849 units in the six month period — a 29 per cent decline from the 6,351 units achieved in less than 5 months to the end of June last year.

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See Lex

Acsis gains strength on theatre advertising front

BY DAVID WALLER

Acsis Group, the former jeweller retailer which is in the process of being turned into a marketing services company by Mr Darryl Phillips, the South African entrepreneur, is consolidating its dominant position in the market for selling advertising on theatre-ticket wallets and other media such as hotel key cards.

Ingleby Group, a marketing company which sells advertising space in hotel, cinema and theatre publications and rents out showcases to local businesses — and the £300,000 purchase of United Media in May.

The latest acquisition gives Acsis exclusive contracts for ticket advertising with a further 160 theatres, taking the total served to over 260. According to Mr Phillips, the plan now is to introduce these outlets to other forms of media advertising, such as seat plan guides.

Profits for Consolidated were not disclosed.

Runciman offer is extended

Telfos Holdings, engineering group, extended its £27.4m takeover bid for Walter Runciman until July 27 after receiving acceptances for only 0.44 per cent of the shares in the shipping, security products and insurance company. Telfos owned 24.5 per cent of Runciman shares before launching the offer.

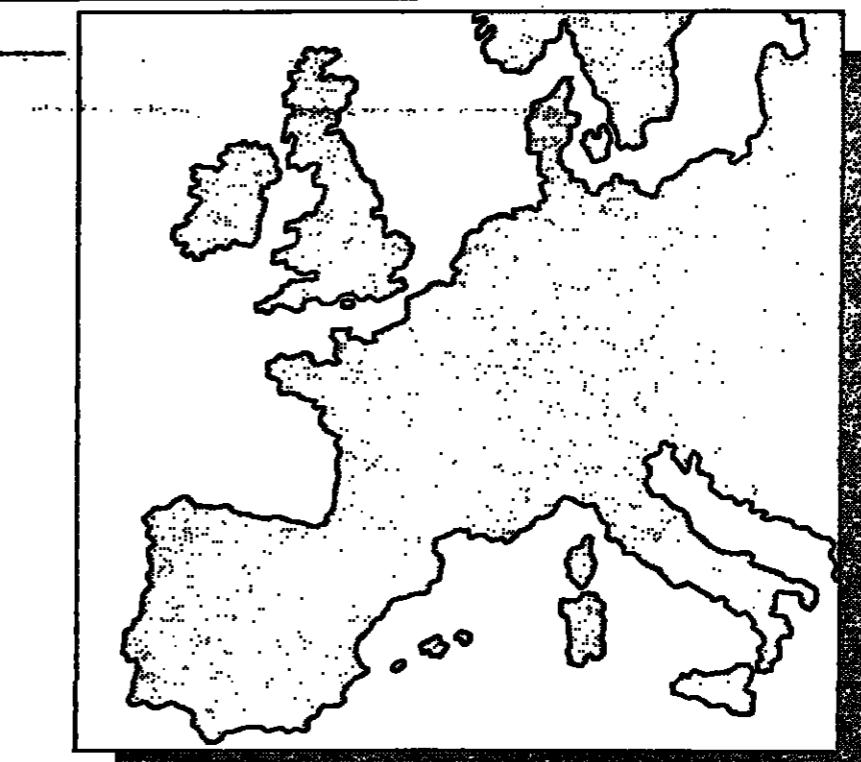
Biotechnology

Biotechnology Investments, Guernsey-based investment holding company, returned profits of US\$367,393 (£511,738) pre-tax for the year to end-May compared with a loss of \$601,948 last time.

Earnings were the same at 1.3 cents and the dividend a same again 1 cent gross per 2 cents share. Net asset value worked through at 2.03 (2.34) cents per share.

Brierley in £10m NZ disposal

Brierley Investments has disposed of two New Zealand subsidiaries, Ebos Group and Thesenus Investments for £10m. The 62.5 per cent stake in Ebos and the



MANAGEMENT BUY-OUT OF THE BRICOM GROUP

FROM
British & Commonwealth Holdings PLC
FOR £359 MILLION

Led and organised by
Baring Capital Investors

The total finance of £405m includes the following:

Equity capital of £27m from a group of investors led and organised by Baring Capital Investors and underwritten by

Baring European Capital Trust

The Charterhouse Buy-Out Fund

Electra Investment Trust

Midland Montagu Ventures

Mezzanine debt of £30m from a group of lenders led, organised and underwritten by 3i plc

Senior debt facilities of £286m from a group of banks led and organised by Standard Chartered Bank and underwritten by them and others

Management Buy-Out of THE BRICOM GROUP

for
£359,000,000

SYNDICATED DEBT FACILITIES

Lead managed and arranged by

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Barclays Bank PLC

Crédit Lyonnais

Bank of Scotland

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The Royal Bank of Scotland plc

Participants

Canadian Imperial Bank of Commerce

The Dai-Ichi Kangyo Bank, Limited

Dresdner Bank AG, London Branch

Hill Samuel & Co. Limited

The Industrial Bank of Japan, Limited

The Long-Term Credit Bank of Japan, Limited

PRIVATbanken Limited

The Sumitomo Bank, Limited

Standard Chartered

July 1988

Baring Capital Investors

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- Advised on 5 of the 10 largest acquisitions thus far in 1988.
- Transactions ranging from a \$15 million divestiture to a \$6 billion acquisition.

<u>Acquiring Company</u>	<u>Acquired, Selling or Target Company</u>	<u>Assignment or Form of Transaction</u>	<u>Approximate Size of Transaction</u>
Campeau Corporation	Federated Department Stores, Inc.	Cash Tender Offer	\$6,600,000,000
Banco Español Central de Crédito, S.A.	Banco Central, S.A. and Banco Español de Crédito, S.A.	Merger of Equals (Pending)	5,000,000,000
Batus Inc.	Farmers Group, Inc.	Financial Advisory (Pending)	4,400,000,000
American Home Products Corporation	A. H. Robins Company, Incorporated	Advisor to the Claimants Committee (Pending)	3,300,000,000
Banco Bilbao Vizcaya, S.A.	Banco de Vizcaya, S.A. and Banco de Bilbao, S.A.	Merger of Equals (Pending)	3,250,000,000
UAL Corporation	UAL Corporation	Self Tender Offer for 35.5 million shares of Common Stock	2,840,000,000
Kelso & Company	American Standard Inc.	Cash Tender Offer (Pending)	2,500,000,000
Kohlberg Kravis Roberts & Co.	Jim Walter Corporation	Cash Tender Offer	2,440,000,000
Macmillan, Inc.	Macmillan, Inc.	Recapitalization/Spin-off (Pending)	2,000,000,000
PacifiCorp	Utah Power & Light Company	Merger for Common Stock (Pending)	1,900,000,000
Mesa Limited Partnership	Homestake Mining Company	Takeover Defense (Offer Withdrawn)	1,800,000,000
BNS Inc.	Koppers Company, Inc.	Cash Tender Offer (Pending)	1,741,000,000
Comcast Corporation and Tele-Communications, Inc.	SCI Holdings, Inc.	Merger for Cash (Pending)	1,550,000,000
Tate & Lyle PLC	Staley Continental, Inc.	Cash Tender Offer	1,534,000,000
The Robert M. Bass Group and Aoki Corporation	UAL Corporation	Divestiture of Westin Hotels & Resorts	1,530,000,000
The May Department Stores Company	Campeau Corporation	Divestiture of the Foley's and Filene's Divisions of Federated Department Stores, Inc.	1,400,000,000
Nestlé S.A.	CIR S.p.A.	Divestiture of Buitoni Group Operations (Pending)	1,315,000,000
PA Holdings Corporation	IC Industries, Inc.	Divestiture of Pneumo Abex Corporation and Certain Other Subsidiaries (Pending)	1,300,000,000
Prudential-Bache Interfunding, Inc.	Seven-Up Holding Company and Dr Pepper Holding Company	Merger of Seven-Up and Dr Pepper/Sale of Partial Interest in Combined Operations	1,300,000,000
Corona Corporation, a new corporation	Roxey Gold Mining Corporation, International Corona Resources Ltd., Lacana Mining Corporation, Mascot Gold Mines Limited, and Galveston Resources Ltd.	Merger for Common Stock (Pending)	1,250,000,000
R. H. Macy & Co., Inc.	Campeau Corporation	Divestiture of the I. Magnin and Bullock's/Bullocks Wilshire Divisions of Federated Department Stores, Inc.	1,100,000,000
Sulzer Bros. Inc.	Intermedics, Inc.	Cash Tender Offer (Pending)	800,000,000
National Westminster Bank USA	First Jersey National Corporation	Merger for Cash	761,000,000
Marks & Spencer p.l.c.	Campeau Corporation	Divestiture of the Brooks Brothers Division of Allied Stores Corporation	750,000,000
New Zealand Forest Products Limited	Elders Resources Limited	Merger for Common Stock and Cash	703,000,000
NEOAX, INC.	IU International Corporation	Cash Tender Offer	699,000,000
American General Corporation	Manufacturers Hanover Corporation	Acquisition of Manufacturers Hanover Consumer Services Inc.	685,000,000
Colt Holdings Inc.	Colt Industries Inc	Cash Tender Offer	660,000,000
Total Minatome Corporation, a subsidiary of Total Compagnie Francaise des Petroles	CSX Corporation	Divestiture of CSX Oil & Gas Corporation	612,000,000
Coca-Cola Enterprises Inc.	The Coca-Cola Company	Acquisition of Miami and Memphis Bottling Operations	500,000,000
Alitalia, British Airways, KLM Royal Dutch Airlines, Swissair and USAir, Inc.	UAL Corporation	Sale of 49.9% Interest in the Covia Partnership (Pending)	500,000,000
McKesson Corporation	Alco Health Services Corporation	Cash Tender Offer/Advised Alco Standard Corporation with Regard to its 49% Interest (Pending)	500,000,000
Hachette S.A.	Grolier Incorporated	Cash Tender Offer	470,000,000
Ford Aerospace Corporation, a subsidiary of Ford Motor Company	BDM International, Inc.	Cash Tender Offer (Pending)	451,000,000
Electronic Data Systems Corporation, a subsidiary of General Motors Corporation	MTech Corp	Merger for Cash and Securities	446,000,000
The Royal Bank of Scotland Group plc	Citizens Financial Group, Inc.	Merger for Cash (Pending)	440,000,000
Coles Myer Limited	Progressive Enterprises Limited	Merger for Cash	416,000,000
SmithKline Beckman Corporation	International Clinical Laboratories, Inc.	Cash Tender Offer	400,000,000
BASF Aktiengesellschaft	Polysar Energy & Chemical Corporation	Acquisition of Latex Division of Polysar Limited (Pending)	383,000,000
IBC Holdings Corp., A New Corporation Organized by First Boston, Inc., George K. Baum Group, Inc. and Management	Interstate Bakeries Corporation	Cash Tender Offer/Leveraged Buyout with First Boston, First Boston Mezzanine Investment Partnership, George K. Baum and Management as Investors	367,000,000
AMAX Inc.	Chevron Corporation	Repurchase of 15.2 million shares of Common Stock	349,000,000
TVX Broadcast Group Inc.	TVX Broadcast Group Inc.	Recapitalization (Pending)	345,000,000
Pacific Enterprises	Sabine Corporation	Cash Tender Offer	339,000,000
Cooper Industries, Inc.	RTE Corporation	Cash Tender Offer (Pending)	330,000,000
Sequa Corporation	Atlantic Research Corporation	Cash Tender Offer	321,000,000
Kelso & Company	Arkansas Best Corporation	Cash Tender Offer (Pending)	316,000,000
Repsol Exploración S.A.	Occidental Petroleum Corporation	Sale of 25% Stock Interest in Repsol Occidental Corporation	272,000,000
The Home Group, Inc.	Carteret Bancorp Inc.	Merger for Cash (Pending)	270,000,000
Affiliated Publications, Inc.	McCaw Cellular Communications Inc.	Acquisition of Additional 8% Interest in Exchange for Interest in Cellular Joint Venture	264,000,000

Note: First Boston clients appear in bold print.

JP11/10/10

Acquiring Company	Acquired, Selling or Target Company	Assignment or Form of Transaction	Approximate Size of Transaction
B-E Holdings Inc. Wisconsin Electric Power Company	Becon Western Inc. Cleveland-Cliffs Inc	Merger for Cash and Debentures Divestiture of 93% Interest in Presque Isle Power Plant and Related Facilities Acquisition of American Air Filter (Pending) Cash Tender Offer	\$256,000,000 248,000,000 245,000,000 230,000,000
SnyderGeneral Corporation Foodmaker, Inc. Transohio Savings Bank NW Acquisition Corporation Cleveland-Cliffs Inc	Allis-Chalmers Corporation Chi-Chi's, Inc. AmeriFirst Bank, a Federal Savings Bank Northwestern Steel and Wire Company Cleveland-Cliffs Inc	Merger for Cash (Pending) Merger for Cash and Notes (Pending) Self Tender Offer for 5.1 million shares of Common Stock and 2.5 million shares of Preferred Stock Merger for Common Stock Restructuring (Pending) Merger for Cash Cash Tender Offer	230,000,000 188,000,000 176,000,000 160,000,000 151,000,000 149,000,000 144,000,000
Meridian Bancorp, Inc. Barry Wright Corporation Reliance Capital Group, L.P. FLX Acquisition Company, a new corporation formed by David H. Murdock	Delaware Trust Company Barry Wright Corporation Days Inns Corp. Flexi-Van Corporation	Merger for Cash Merger for Cash (Pending) Acquisition of Forward Communications Corporation Leveraged Buyout with First Boston, First Boston Mezzanine Investment Partnership and Management as Investors Divestiture of ArtCarved	140,000,000 135,000,000 127,000,000 125,000,000 120,000,000
Emhart Corporation First Bank System, Inc. Adams Communications Corporation FB Holding Corp., a New Corporation Organized by First Boston, Inc. and Management	Advanced Technology Inc. Central Bancorporation, Inc. Wesray Capital Corporation Pueblo International Inc.	Cash Tender Offer (Pending) Cash Tender Offer Divestiture of Miles Homes Division (Pending)	116,000,000 111,000,000 100,000,000
The Sterling Group, Inc. Investor Group	Brown-Forman Corporation	Divestiture of Ocean Systems Division—Cleveland Operation	100,000,000
Wesray Capital Corporation Onset Corporation Miles Acquisition Corp., a subsidiary of Homes Investment Group Westinghouse Electric Corporation	The William Carter Company Decision Industries Corporation Insilco Corporation	Repurchase of approximately 3.5 million shares of Common Stock Formation of Joint Venture to Hold the Assets of the International Division (Pending) Cash Tender Offer for Majority Interest Cash Tender Offer	97,000,000 91,000,000
King World Productions, Inc.	Gould Inc.	Divestiture of Salt Division	90,000,000
BAA P.L.C.	Certain Shareholders including members of the King Family	Divestiture of KARK-TV, Little Rock, AR	84,000,000
Kinburn Technology Corporation The Plessey Company plc Control Data Corporation Financial Protection Services, Inc.	Ramada Inc.	Cash Tender Offer/Leveraged Buyout with First Boston, First Boston Mezzanine Investment Partnership and Seymour Holtzman as Investors (Pending)	80,000,000
AMR Corporation Millis Holdings, Inc.	SHL Systemhouse Inc. Leigh Instruments Limited	Merger for Cash and Notes (Pending) Cash Tender Offer for Remaining 48.2% Interest	79,000,000
Allegiance Capital Partners English China Clays P.L.C. English China Clays P.L.C.	Time Incorporated CCC Information Services Inc.	Merger for Cash	78,000,000
International Salt Company, a subsidiary of Akzo America Inc.	Simmons Airlines, Inc.	Acquisition of Certain Disk Drive Assets	78,000,000
Morris Newspaper Corporation	Adams-Millis Corporation	Divestiture of Financial Insurance Group Limited (Pending)	74,000,000
S. H. Holdings Incorporated, a New Corporation Organized by First Boston, Inc. and Seymour Holtzman	American Bankers Insurance Group, Inc.	Divestiture of Certain Assets of Cyprus Mines Corporation	74,000,000
Metropolitan Life Insurance Company	Cyprus Minerals Company	Merger for Cash	73,000,000
Kinburn Industrial Corporation	J.L. Shiely Inc.	Divestiture of Salt Division	65,000,000
PepsiCo, Inc.	Diamond Crystal Salt Company	Divestiture of KARK-TV, Little Rock, AR	62,000,000
Western Digital Corporation	United Broadcasting Corporation	Cash Tender Offer/Leveraged Buyout with First Boston, First Boston Mezzanine Investment Partnership and Seymour Holtzman as Investors (Pending)	62,000,000
Wright Acquisition Corp.	Jewelcor Incorporated	Merger for Cash and Notes (Pending) Cash Tender Offer for Remaining 48.2% Interest	60,000,000
Cliffs Drilling Company	Texas Life Insurance Company	Merger for Cash	54,000,000
Fiserv, Inc.	Paperboard Industries Corporation	Acquisition of Remaining 16% Interest	53,000,000
Citizens Financial Group, Inc.	Calny, Inc.	Divestiture of Wright Line, Inc. (Pending)	49,000,000
Agfa-Gevaert, Inc.	Tandon Corporation	Spin-off to Shareholders of Oil and Gas Contract Drilling Unit	44,000,000
Imes Broadcasting Group	Barry Wright Corporation	Divestiture of GESCO Corporation	42,000,000
Knutson Mortgage Corporation, a Home Owners Company	Cleveland-Cliffs Inc	Merger for Cash	41,000,000
S. H. Holdings Incorporated	GLENFED, Inc.	Acquisition of Remaining 16% Interest	39,000,000
Alliant Computer Systems Corporation	Fairhaven Savings Bank	Divestiture of KDBC-TV, El Paso, TX (Pending)	37,000,000
Benedek Broadcasting Corporation	Comographic Corporation	Divestiture of Meritor Mortgage Corporation-Central	33,000,000
Amerada Hess Corporation	United Broadcasting Corporation	Acquisition of Remaining 23% Interest (Pending)	25,000,000
FBA Corp.	Pegasus Holding Corp.	Merger for Common Stock	22,000,000
FlightSafety International, Inc.	Campean Corporation	Divestiture of WTOP-TV, Meridian, MS (Pending)	17,000,000
Genesis Broadcasting Corporation, a subsidiary of Booth American Company	UAL Corporation	Divestiture of Certain Oil & Gas Properties	13,000,000
Gist-brocades nv	Duffy Broadcasting Corporation	Divestiture of Filene's Basement, Inc. (Pending)	Undisclosed
Graham Royalty, Ltd.	Anheuser-Busch Companies, Inc.	Divestiture of United Airlines Services Corporation (Pending)	Undisclosed
Heritage Display Holding Corporation	Pegasus Holding Corp.	Acquisition of KBTS-FM, KRZN-AM/KMJI-FM, KSMI-AM/KSFM-FM, KONO-AM/KITY-FM	Undisclosed
H. J. Heinz Co.	Heritage Communications, Inc.	Acquisition of Busch Industrial Products Corporation	Undisclosed
IBC Holdings Corp.	Bumble Bee Seafoods, Inc.	Divestiture of Certain Oil & Gas Properties	Undisclosed
Jordan Industries, Inc.	American Bakeries Company	Divestiture of Heritage Display Group	Undisclosed
ManTech International Corporation	Heritage Communications, Inc.	Merger for Cash (Pending)	Undisclosed
National Freight Consortium p.l.c.	Northrop Corporation	Acquisition of Merita/Cotton's Subsidiaries	Undisclosed
Penco Enterprises	Allied Van Lines, Inc.	Divestiture of Shaw-Barton, Inc.	Undisclosed
Precision Standard Inc.	Foseco Minsep Inc.	Acquisition of Northrop Services, Inc. (Pending)	Undisclosed
Rae barn Corporation	Hayes Holdings I Inc.	Merger for Cash	Undisclosed
Shell Oil Company	Pitney Bowes Inc.	Divestiture of The Gibson-Homans Company	Undisclosed
The Sheridan Press, Inc.	Pegasus Holding Corp.	Acquisition of Hayes International Corp. (Pending)	Undisclosed
Sterling Industries Inc.	Heritage Communications, Inc.	Divestiture of Data Documents, Inc.	Undisclosed
Universal Resources Corporation	Dresser Industries, Inc.	Divestiture of California Oil & Gas Properties	Undisclosed
J.H. Whitney & Co.	Pegasus Holding Corp.	Divestiture of Braun-Brumfield, Inc.	Undisclosed
Wilfree Property Inc.	Home Curtains Corp.	Divestiture of Bay State Abrasives and General Abrasive (Pending)	Undisclosed
	Campean Corporation	Divestiture of West Texas Oil & Gas Properties	Undisclosed
		Merger for Cash	Undisclosed
		Divestiture of the Dey Brothers, Inc. subsidiary of Allied Stores Corporation	Undisclosed

Note: First Boston clients appear in bold print.
Certain undisclosed transactions have been omitted.

First Boston Corporation
Credit Suisse First Boston Limited

UK COMPANY NEWS

UK ECONOMIC INDICATORS

ECONOMIC ACTIVITY-Indices of industrial production, manufacturing output (1980=100); engineering orders (1980=100); retail sales volume (1980=100); registered unemployment (excluding school leavers) and unfilled vacancies (000s). All seasonally adjusted.

	Ind.	Ind. output	Eng. order	Retail vol.	Retail sales	Unempl.	Vacs.
1986							
4th qtr.	110.4	104.5	94	126.5	194.3	3,141	212.0
1987							
1st qtr.	111.1	106.2	93	128.4	186.9	3,073	218.0
2nd qtr.	112.7	106.4	94	128.3	186.9	3,085	220.1
3rd qtr.	112.1	106.2	94	128.1	178.0	3,077	218.5
4th qtr.	112.0	106.5	94	128.4	180.5	3,088	220.1
July	112.1	106.5	94	131.0	178.0	3,078	220.2
Aug.	114.9	113.2	95	132.1	171.0	3,089	220.3
Sept.	113.5	111.1	94	132.0	170.5	3,077	218.9
Oct.	113.4	111.0	94	131.8	171.0	3,073	218.4
Nov.	113.0	112.7	95	132.6	180.5	3,049	220.3
Dec.	112.5	112.6	95	132.5	180.5	3,014	218.6
1988							
1st qtr.	114.1	112.5	94	132.5	172.2	3,034	217.6
2nd qtr.	114.2	112.5	94	132.0	172.0	3,049	219.5
3rd qtr.	112.6	112.5	94	132.3	172.0	3,033	217.9
Mar.	114.6	112.5	94	132.5	176.1	3,004	216.5
Apr.	114.3	112.5	94	132.4	176.4	3,033	217.7
May	114.5	112.5	94	132.5	176.5	3,018	217.5

OUTPUT-By market sector: consumer goods, investment goods, intermediate goods (materials and services); engineering output; metal manufacture; textiles, leather and clothing (1980=100); housing starts (000s, monthly average).

	Consumer goods	Invest. goods	Home prod.	Eng. output	Metal	Textile	Housing starts
1987							
1st qtr.	107.6	108.2	117.5	106.8	114.5	100.0	17.5
2nd qtr.	112.7	104.5	116.5	108.5	116.5	102.5	18.5
3rd qtr.	112.2	104.5	116.5	108.5	116.5	102.5	18.5
4th qtr.	112.2	104.5	116.5	108.5	116.5	102.5	18.5
July	112.1	104.5	116.5	108.5	116.5	102.5	18.5
Aug.	114.9	113.2	116.5	112.1	117.0	103.0	18.5
Sept.	113.5	111.1	116.5	112.0	117.0	103.0	18.5
Oct.	113.4	111.0	116.5	112.0	117.0	103.0	18.5
Nov.	113.0	112.7	116.5	112.5	117.0	103.0	18.5
Dec.	112.5	112.6	116.5	112.5	117.0	103.0	18.5
1988							
1st qtr.	114.1	112.5	116.5	112.5	117.0	103.0	18.5
2nd qtr.	114.2	112.5	116.5	112.5	117.0	103.0	18.5
3rd qtr.	112.6	112.5	116.5	112.5	117.0	103.0	18.5
Mar.	114.6	112.5	116.5	112.5	117.0	103.0	18.5
Apr.	114.3	112.5	116.5	112.5	117.0	103.0	18.5
May	114.5	112.5	116.5	112.5	117.0	103.0	18.5

EXTERNAL TRADE-Billions of export and import volume (1980=100); visible balance, current balance (Sterling); oil balance (Sterling); terms of trade (1980=100); official reserves.

	Export volume	Imports	Visible balance	Current balance	Oil balance	Terms of trade	Official reserves
1987							
1st qtr.	104.6	104.5	-1.51	+1.07	+1.05	100.0	27.04
2nd qtr.	111.1	112.7	-2.17	+1.16	+1.15	105.4	24.95
3rd qtr.	111.1	112.5	-1.88	+1.16	+1.15	105.7	24.81
4th qtr.	112.2	112.5	-1.88	+1.16	+1.15	105.7	24.81
July	112.1	112.5	-1.88	+1.16	+1.15	105.7	24.81
Aug.	114.9	113.2	-1.65	+1.21	+1.15	105.9	24.79
Sept.	113.5	111.1	-1.65	+1.20	+1.15	105.9	24.65
Oct.	113.4	111.0	-1.65	+1.20	+1.15	105.9	24.64
Nov.	113.0	112.7	-1.65	+1.20	+1.15	105.9	24.64
Dec.	112.5	112.6	-1.65	+1.20	+1.15	105.9	24.64
1988							
1st qtr.	114.8	112.5	-1.67	+1.20	+1.15	104.9	24.62
2nd qtr.	114.8	112.5	-1.67	+1.20	+1.15	104.9	24.62
3rd qtr.	114.8	112.5	-1.67	+1.20	+1.15	104.9	24.62
Mar.	114.9	112.5	-1.67	+1.20	+1.15	104.9	24.62
Apr.	114.9	112.5	-1.67	+1.20	+1.15	104.9	24.62
May	114.9	112.5	-1.67	+1.20	+1.15	104.9	24.62

INFLATION-Indices of earnings (Jan 1980=100); basic materials and fuels; wholesale prices; manufactured products (1980=100); retail prices and food prices (Jan 1980=100); basic commodity price (Sept 1981=100); trade weighted value of sterling (1976=100).

	Basic matls.	Fuels	Wholesale	Manufact.	Retail	Food	Trade weighted
1987							
1st qtr.	104.6	20.5	20.5	+0.725	1.005	+1.977	10.00
2nd qtr.	112.7	20.7	21.5	+0.954	1.005	+1.985	10.00
3rd qtr.	112.1	20.5	21.5	+1.021	1.017	+2.007	10.00
4th qtr.	112.2	20.5	21.5	+1.021	1.017	+2.007	10.00
July	112.1	20.5	21.5	+1.021	1.017	+2.007	10.00
Aug.	114.9	20.5	21.5	+1.021	1.017	+2.007	10.00
Sept.	113.5	20.5	21.5	+1.021	1.017	+2.007	10.00
Oct.	113.4	20.5	21.5	+1.021	1.017	+2.007	10.00
Nov.	113.0	20.5	21.5	+1.021	1.017	+2.007	10.00
Dec.	112.5	20.5	21.5	+1.021	1.017	+2.007	10.00
1988							
1st qtr.	114.8	20.5	21.5	+1.021	1.017	+2.007	10.00
2nd qtr.	114.8	20.5	21.5	+1.021	1.017	+2.007	10.00
3rd qtr.	114.8	20.5	21.5	+1.021	1.017	+2.007	10.00
Mar.	114.9	20.5	21.5	+1.021	1.017	+2.007	10.00
Apr.	114.9	20.5	21.5	+1.021	1.017	+2.007	10.00
May	114.9	20.5	21.5	+1.021	1.017	+2.007	10.00

*Not seasonally adjusted.

This announcement appears as a matter of record only.

GOAL PETROLEUM plc

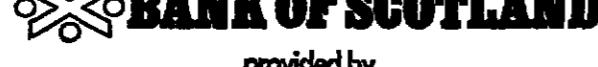
US\$ 65,000,000 AND £13,000,000

CREDIT FACILITIES

AND

US\$ 50,000,000 CONDITIONAL ACQUISITIONS FACILITY

arranged by



UK COMPANY NEWS

Nikki Tait reports on a two-year-long takeover battle

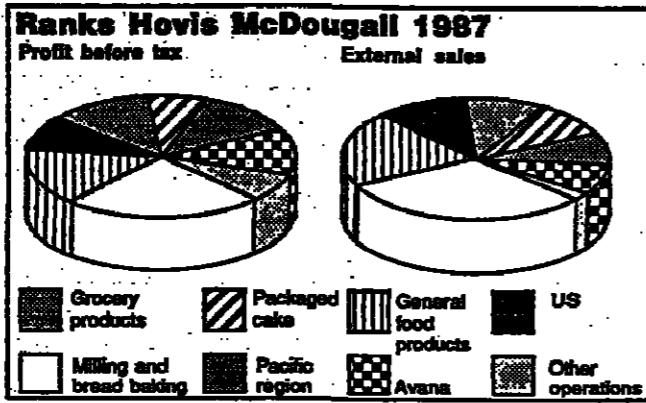
Goodman shows its hand to RHM

ALMOST two years of shadow-boxing ended yesterday as Goodman Fielder Wattie, the Australian group, finally unveiled its intentions towards British bakeries and food group, Rank Hovis McDougall.

Speculation over GFW's next move has been rife for months. It was early April when a self-imposed bid restriction - the Australasian company said in October, when buying its last slug of shares, that it would not bid for six months - ran out. Since then the shares have risen sharply, by some 100p to over 400p. This week alone, they had gained a further 17p to 445p ahead of the announcement.

Yesterday, matters crystallised. Goodman announced that it was considering a bid at around the current share price level of 445p. By all accounts within the Goodman camp, the recent run in the share price jumped the company into a slightly premature announcement. But given carrying costs on Goodman's 23.4 per cent holding and money tied up in the stake, there was little doubt in the market that the company would have to move soon.

The RHM stake has been built up in three major chunks. Goodman first acquired an interest - 14.9 per cent - in Ranks when it bought S & W Berisford's stake back in 1986. It then maintained the holding throughout RHM's potentially dilutive bid for Welsh food group Avana last year, took



it to 21 per cent in August, and swept up to the current level in the wake of Black Monday. Its average buying price has been just under 510p.

Assuming a bid does emerge at the 445p level, a price-tag of about £1.5bn would be put on Ranks. Yesterday, Goodman and UK advisers - S G Warburg and Samuel Montagu - were reluctant to discuss financing details of any bid, but the general assumption is that some £1bn of funding is being arranged.

With that in mind, a good deal of attention will focus on how the bid sum pan out. Goodman has been a fast-growing but acquisitive creature of late - a policy which has built it into Australia's biggest food group and the country's 12th largest company by market capitalisation.

Building that company has

been Mr Pat Goodman, a New Zealander and a fifth generation baker. Starting out from a bakery in Motueka, he now runs a company whose products span consumer foods, flour, starch, bakeries, gelatine, meat processing and frozen food. On the way, there have been some sizable mergers. Goodman Fielder Wattie resulted from the merger of the Goodman Group with Allied Mills of Australia in 1986, and then with Wattie New Zealand's largest food company, last November.

According to brokers, annual sales at GFW are now running at around A\$3bn a year. On a pro-forma basis, the company says pre-tax profits in the year to end-June 1987 of the merged Goodman Fielder Wattie companies were A\$244m.

The debt position, by UK standards, looks less happy. Firm

information is obviously outdated, but by the year-end, most brokers calculate that gearing would not be far off from the 100 per cent level. Without knowing the shape of the financing package, it is impossible to calculate a pro forma figure should a bid take place, but analysts seem to feel that a successful offer would leave the level at several times that.

That said, Goodman was making clear yesterday that if it did bid it would not be planning a break-up. The financing, say its advisers firmly, would not require any asset sales.

RHM currently operates in many of the same fields - albeit a world apart. Having acquired Welsh food group Avana a year ago for \$261m, the company's products range from preserves and meat pies to Mr Kipling cakes. The largest division remains bakeries and milling, with the Hovis and Mother's Pride brand names. Sales in 1986, 7 - ahead of a full Avana contribution - were £1.5bn.

Whether a price of 445p a share would stand any chance of securing RHM was a moot point yesterday. The British company will in its current year to September have the benefit of the first full contribution from Avana. In the first half, the pre-tax figure rose by 26 per cent to £72.5m, and estimates range up to £150m for the full year. Some analysts suspect that, given recent bid levels in the food industry, a successful bid would need to be pitched at 17 to 18 times prospective earnings - which suggests a price in excess of 500p. "At 445p, it would not be that juicy a take-out," commented one analyst.

Yesterday, RHM itself was sitting tight and saying little. Its opposition to Goodman has been consistent over the past two years, and it has at least had ample time to marshall its defences. It seems that whatever happens now, it will need them.

Dwek set for return to private sector

By Andrew Hill

Dwek Group is expected to today announce a management buy-out which will value the leisurewear and furniture manufacturer at over £23m and take the company private.

The shares were suspended yesterday morning at 131p and Dwek said news of a buy-out at a premium to the suspension price would be announced later.

It is understood some of Dwek's directors have become frustrated recently with what they consider to be the shares' low market rating and have decided the group's acquisition policy can be better pursued as a private company.

Six of Dwek's eight directors hold just over 47 per cent of the company's shares. This includes 31 per cent held by the Dwek brothers: Maurice, chairman and chief executive, and Leon and Eddie, joint managing directors.

In the last three years an aggressive acquisition and disposal programme has more than doubled Dwek's size, transforming it from a sluggish family firm to a profitable manufacturer and distributor of consumer products, ranging from track suits to flatpack furniture for MFI.

From a low of 12p, the share price increased more than ten-fold between 1985 and 1987, but has remained steady at about 100p since the October crash.

In February, Dwek bought Balanced Bobbins, privately-owned furniture manufacturer, for £2.4m, and last month announced pre-tax profits 37 per cent higher at £4.06m for the year to March 31.

Rush & Tompkins shares rise as profits hit £6m

BY CLARE PEARSON

SHARES in Rush & Tompkins Group, property developer and contractor, jumped 15p to 280p yesterday after the company announced pre-tax profits 30 per cent higher at £6.12m for the year to end-March.

Mr Nigel Dunnett, managing director, said the company's contracting work effort as a contractor-developer - initiated about eighteen months ago when most of the property portfolio was sold - had been successfully implemented.

The gross and value of development projects the group is involved in has risen to about 75 per cent at the year-end. Since March, the company has sold Marlowe House, an office block in Sidcup which housed its headquarters. The sale will give rise to an extraordinary profit in the current year's results.

Turnover fell slightly to £216.64m (£217.49m). Tax took £1.78m (£2.04m). Basic earnings

per share came out 60 per cent higher at 28.5p (17.5p). The fully diluted figure, to take into account an outstanding 28m convertible issue, was not given.

● comment

For a company that professes its affairs are going so well, Rush & Tompkins is peculiarly coy about explaining exactly what it is doing. For instance, though it still does plenty of contracting work outside the development projects it is involved in, it omits to break turnover and profits down by activity. When pressed,

Mr Dunnett admits that about £500,000 of last year's pre-tax profit figure came from sales of property held as fixed assets.

Since March, the company has hidden away in this manner. Nevertheless, the shares, yielding about 6 per cent at the moment, are attractive on a fully-diluted prospective p/e of about 9. This is assuming the company achieves pre-tax profits of around £7.5m.

Clayform claims 'associates' backing

Clayform, the property group of shareholder support for Stead's continued independence ahead of the final closing date of the bid

which it has bought Stead shares from "associates" of the besieged company.

Clayform said that the purchases - via brokers acting for Stead - suggested a weakening

is joint broker to Stead. The shares formed part of the 4.7 per cent of Stead's ordinary shares which it has bought "over the last few days".

Leicester-based Stead said that the dealings were made by the local brokers on behalf of their non-discretionary clients.

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Greenspan boosts dollar

TWO EVENTS were likely to influence the foreign exchanges this week. The first was yesterday's testimony by Mr Alan Greenspan, chairman of the US Federal Reserve, to the Senate Banking Committee, and the second will be tomorrow's US trade figures for May.

The net result seems to be that the Fed chairman had more impact than might have been expected, but that the trade figures are regarded in a rather more relaxed way than in recent months.

Only a surprising large increase in the US trade deficit from the April figure of \$3.9bn is likely to dent the present strong sentiment surrounding the dollar.

Dealers decided that Mr Greenspan's comments were optimistic enough to demand another rise in the dollar's value. The US currency reached its highest level for nearly a year against the D-Mark, rising to a peak of DM1.8455, before intervention by the Federal Reserve put a cap on the market.

At the London close the dollar had advanced to DM1.8350 from DM1.8375; to Y132.90 from Y132.60; to SF1.5318 from SF1.5285; and to FF10.5250 from FF10.5025. It was unchanged at Y224.75.

According to the Bank of England the pound's index rose 0.1 to 75.1.

Mr Greenspan did warn about inflationary pressure, and confirmed that the Fed tightened its monetary stance between late March and the end of last month.

A little later Mr Beryl Sprinkel, White House economic adviser, said the US economy is not over-heating and there is no inflationary upside.

Mr Greenspan told the Congressional committee that the relationship between the discount rate and the Federal funds rate is satisfactory at present. He also said that although rates have been rising recently, a further increase is not inevitable.

The Fed intervened at several times to sell dollars in lots of \$1bn. The general attitude of the central bank was not regarded as aggressive, but was intended to prevent the market from boiling over.

The West German Bundesbank sold dollars for D-Marks at the Frankfurt fixing, but was not detected on the open market.

The Bundesbank also lent indirect support to the D-Mark, with a relatively modest injection of funds through this week's securities auction.

At the London close the dollar had advanced to DM1.8350 from DM1.8375; to Y132.90 from Y132.60; to SF1.5318 from SF1.5285; and to FF10.5250 from FF10.5025. It was unchanged at Y224.75.

According to the Bank of England the pound's index rose 0.1 to 75.1.

The main points of Mr Greenspan's testimony were optimistic about the US economy, including an upward adjustment in the forecast for growth in 1988, predicting expansion of 2.75 p.c. to 3 p.c. from earlier 2 p.c. to 2.5 p.c.

EMS EUROPEAN CURRENCY UNIT RATES

Forwards for July 13. Rates are in convertible terms. Financial rates £1.90/40.00. Six-month forward dollar 1.02/2.77 per £12 months.

Forward premiums and discounts apply to the US dollar.

STERLING INDEX

	July 13	Last	Previous Close
£/Dollar	1.0200	1.0200	1.0190
£/Euro	1.0185	1.0185	1.0180
£/Swiss	1.0180	1.0180	1.0175
£/French	1.0175	1.0175	1.0170
£/German	1.0170	1.0170	1.0165
£/Italian	1.0165	1.0165	1.0160
£/Spanish	1.0160	1.0160	1.0155
£/Swiss	1.0155	1.0155	1.0150
£/D-Mark	1.0150	1.0150	1.0145
£/F-Franc	1.0145	1.0145	1.0140
£/Yen	1.0140	1.0140	1.0135
£/Pound	1.0135	1.0135	1.0130
£/FF	1.0130	1.0130	1.0125
£/DM	1.0125	1.0125	1.0120
£/FF	1.0120	1.0120	1.0115
£/DM	1.0115	1.0115	1.0110
£/Swiss	1.0110	1.0110	1.0105
£/F-Franc	1.0105	1.0105	1.0100
£/Yen	1.0100	1.0100	1.0095
£/Pound	1.0095	1.0095	1.0090
£/FF	1.0090	1.0090	1.0085
£/DM	1.0085	1.0085	1.0080
£/Swiss	1.0080	1.0080	1.0075
£/F-Franc	1.0075	1.0075	1.0070
£/Yen	1.0070	1.0070	1.0065
£/Pound	1.0065	1.0065	1.0060
£/FF	1.0060	1.0060	1.0055
£/DM	1.0055	1.0055	1.0050
£/Swiss	1.0050	1.0050	1.0045
£/F-Franc	1.0045	1.0045	1.0040
£/Yen	1.0040	1.0040	1.0035
£/Pound	1.0035	1.0035	1.0030
£/FF	1.0030	1.0030	1.0025
£/DM	1.0025	1.0025	1.0020
£/Swiss	1.0020	1.0020	1.0015
£/F-Franc	1.0015	1.0015	1.0010
£/Yen	1.0010	1.0010	1.0005
£/Pound	1.0005	1.0005	1.0000
£/FF	1.0000	1.0000	1.0000
£/DM	1.0000	1.0000	1.0000
£/Swiss	1.0000	1.0000	1.0000
£/F-Franc	1.0000	1.0000	1.0000
£/Yen	1.0000	1.0000	1.0000
£/Pound	1.0000	1.0000	1.0000
£/FF	1.0000	1.0000	1.0000
£/DM	1.0000	1.0000	1.0000
£/Swiss	1.0000	1.0000	1.0000
£/F-Franc	1.0000	1.0000	1.0000
£/Yen	1.0000	1.0000	1.0000
£/Pound	1.0000	1.0000	1.0000
£/FF	1.0000	1.0000	1.0000
£/DM	1.0000	1.0000	1.0000
£/Swiss	1.0000	1.0000	1.0000
£/F-Franc	1.0000	1.0000	1.0000
£/Yen	1.0000	1.0000	1.0000
£/Pound	1.0000	1.0000	1.0000
£/FF	1.0000	1.0000	1.0000
£/DM	1.0000	1.0000	1.0000
£/Swiss	1.0000	1.0000	1.0000
£/F-Franc	1.0000	1.0000	1.0000
£/Yen	1.0000	1.0000	1.0000
£/Pound	1.0000	1.0000	1.0000
£/FF	1.0000	1.0000	1.0000
£/DM	1.0000	1.0000	1.0000
£/Swiss	1.0000	1.0000	1.0000
£/F-Franc	1.0000	1.0000	1.0000
£/Yen	1.0000	1.0000	1.0000
£/Pound	1.0000	1.0000	1.0000
£/FF	1.0000	1.0000	1.0000
£/DM	1.0000	1.0000	1.0000
£/Swiss	1.0000	1.0000	1.0000
£/F-Franc	1.0000	1.0000	1.0000
£/Yen	1.0000	1.0000	1.0000
£/Pound	1.0000	1.0000	1.0000
£/FF	1.0000	1.0000	1.0000
£/DM	1.0000	1.0000	1.0000
£/Swiss	1.0000	1.0000	1.0000
£/F-Franc	1.0000	1.0000	1.0000
£/Yen	1.0000	1.0000	1.0000
£/Pound	1.0000	1.0000	1.0000
£/FF	1.0000	1.0000	1.0000
£/DM	1.0000	1.0000	1.0000
£/Swiss	1.0000	1.0000	1.0000
£/F-Franc	1.0000	1.0000	1.0000
£/Yen	1.0000	1.0000	1.0000
£/Pound	1.0000	1.0000	1.0000
£/FF	1.0000	1.0000	1.0000
£/DM	1.0000	1.0000	1.0000
£/Swiss	1.0000	1.0000	1.0000
£/F-Franc	1.0000	1.0000	1.0000
£/Yen	1.0000	1.0000	1.0000
£/Pound	1.0000	1.0000	1.0000
£/FF	1.0000	1.0000	1.0000
£/DM	1.0000	1.0000	1.0000
£/Swiss	1.0000	1.0000	1.0000
£/F-Franc	1.0000	1.0000	1.0000
£/Yen	1.0000	1.0000	1.0000
£/Pound	1.0000	1.0000	1.0000
£/FF	1.0000	1.0000	1.0000
£/DM	1.0000	1.0000	1.0000
£/Swiss	1.0000	1.0000	1.0000
£/F-Franc	1.0000	1.0000	1.0000
£/Yen	1.0000	1.0000	1.0000
£/Pound	1.0000	1.0000	1.0000
£/FF	1.0000	1.0000	1.0000
£/DM	1.0000	1.0000	1.0000
£/Swiss	1.0000	1.0000	1.0000
£/F-Franc	1.0000	1.0000	1.0000
£/Yen	1.0000	1.0000	1.0000
£/Pound	1.0000	1.0000	1.0000
£/FF	1.0000	1.0000	1.0000
£/DM	1.0000	1.0000	1.0000
£/Swiss	1.0000	1.0000	1.0000
£/F-Franc	1.0000	1.0000	1.0000
£/Yen	1.0000	1.0000	1.0000
£/Pound	1.0000	1.0000	1.0000
£/FF	1.0000	1.0000	1.0000
£/DM	1.0000	1.0000	1.0000
£/Swiss	1.0000	1.0000	1.0000
£/F-Franc	1.0000	1.0000	1.0000
£/Yen	1.0000	1.0000	1.0000
£/Pound	1.0000	1.0000	1.0000
£/FF	1.0000	1.0000	1.0000
£/DM	1.0000	1.0000	1.0000
£/Swiss	1.0000	1.0000	1.0000
£/F-Franc	1.0000	1.0000	1.0000
£/Yen	1.0000	1.0000	1.0000
£/Pound	1.0000	1.0000	1.0000
£/FF	1.0000	1.0000	1.0000
£/DM	1.0000	1.0000	1.0000
£/Swiss</			

UNIT TRUST INFORMATION SERVICE

UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE

— 1 —

BRITISH FUNDS

		2000	High	Low	Stock	Price £
JF Japan (Central)	Y17,642	12.47	-	-		+ 0
JF Japan Small Cap	Y17,642	40.00	-	-		+ 0
JF Japan Tech Fund	Y20,458	31.00	-	-		+ 0
JF Japan Total Fund	Y20,458	31.00	-	-		+ 0.13
JF Pacific Inv Fund	Y26,320	27.51	-	-		+ 0.75
JF Hong Kong Fund	Y26,320	25.24	-	-		+ 0.28
JF Eastern Trust	Y20,790	22.11	-	-		+ 0.02
JF Asian Trust	Y12,577	15.16	-	-		+ 0.05
JF Philippines Fund	Y22,557	26.00	-	-		+ 0.08
JF Australia Fund	Y18,022	6.41	-	-		+ 0.11
JF Australia Total Fund	Y11,611	5.00	-	-		+ 0.2
JF Australian Growth Fund	Y8,448	9.10	-	-		+ 0.05
JF European Trust	Y8,379	8.93	-	-		+ 0.02
JF Continental Fund	Y2,110	2,244	-	-		+ 0.01
JF Currency Fund	Y16,114	17.27	-	-		+ 0.02
JF Natural Res Fund	Y8,384	8.77	-	-		+ 0.04
JF M'Court Inv Fund	£1.00	-	-	-		-
JF M'Court Res Fund	£1.00	-	-	-		-
JF M'Court Res Fund	£1.00	-	-	-		-
JF M'Court Res Fund	£1.00	-	-	-		-
JF M'Court Res Fund	£1.00	-	-	-		-
Daily Dealing "Weekly Dealing"		-	-	-		-
Liepold Joseph & Sons (Germany)						
I.J. & S. Currency Fund	£1.00	-	-	-		-
I.J. Interest Fund	£1.00	29.44	-	-		+ 0.18
I.J. Starting Fund	£1.00	25.35	25.00	-		+ 0.02
Kleinwort Benson Group						
Transatlantic Csh Fund	£14.18	-	-	-		-
Transatlantic Inv Fund	£10.68	-	-	-		-
Vehicle Trading Corp	-	-	-	-		-
Communication Fund	£10,571	14	-	-		-
Opinion Site Index Fund	£9,571	14	-	-		-
FootFund Fund	£5,555	40	-	-		-
Research Camera	£11,113	32	-	-		-
Kleinwort Benson (Germany)						
Finance Acc	£29.3	35.50	-	-		-
Geisenreyer Fund	£20.15	27.76	-	-		-
UK Far East Inv Fund	£17.44	17.94	-	-		-
UK Inv Fund (A/C)	£20.13	8.18	-	-		-
UK-Japan Fund	£22.79	-	-	-		-
UK-Int'l Government	£1.00	1.22	-	-		-
*Note: All figures are based on preliminary charges						
Kleinwort Benson Currency Fund Ltd						
DM Currency Fund	DM10,048-028	-0.0016	-	-		-
Starting Currency Fund	DM16,049	+0.0016	-	-		-
Sw. Franc	SF7,955	+0.0005	-	-		-
US\$ Currency Fund	\$11,510	-0.0023	-	-		-
Ves Currency Fund	VL10,674,453	-0.1023	-	-		-
Kleinwort Benson Islamic Fund Mgmt Ltd						
Islamic Fund	£5.70	6.15	-	-		+ 0.73
Korea Growth Trust						
Manager: Edwards Invast Trust Mgmt Co						
NAV won 22,814.09 US\$31.28						
Korea International Trust						
Fund Manager: Edwards Invast Trust Co Ltd						
NAV Won 33,153.02 US\$ 40.95 65% -						
Lazard GTI Share Funds						
Lazard Csh Fund (G) U	£1.00	-	-	-		-
Lazard Csh Fund (G) P	£1.00	-	-	-		-
Lazard Csh Fund P US\$	£22.27	22.28	-	-		-
Lazard Csh Fund P Y	Y34,620	34,000	-	-		-
Lazard Csh Fund P Dm	DM44,77	47.76	-	-		-
Lazard Csh Fund P Fr	SF7,928	20.49	-	-		-
Lazard Csh Fund P SE	SF7,928	20.49	-	-		-
Lazard Csh Fund P Ft	FR1,277	1,277	-	-		-
Lazard Csh Fund P I	£1,155	1,155	-	-		-
Lazard Csh Fund P Nl	£1,140	22.41	-	-		-
Lazard Csh Fund P Mkt	£1.15	12.77	-	-		-
Lazard Euro Fund	£30.72	52.59	-	-		-
Lazard Far East	£43.87	57.01	+1.81	-		-
Lazard Global Equity	£22,722	24.19	-	-		+ 0.26
Lazard Sel Port E Cap	£11,527	12.23	-	-		-
Lazard Sel Port E Corp	£11,527	11.55	-	-		-
Lazard Sel Port S Cap	£11,527	10.67	-	-		-
Lazard Sel Port S Corp	£11,527	11.75	-	-		-
Lazard Sel Port S Inv	£9,79	10.34	-	-		-
Lazard UK	£1,171	1,247	-	-		-
Lazard US Fund	£1.00	-	-	-		-
Lazard Csh Fund Bond	£65,162	20,925	-	-		-
Lazard D'Devl Bd Fund	£9,24	22.95	-	-		-
Lazard D'Devl Bd Fund	£20,83	22.95	-	-		-
Lazard Inv Inv S Fund	£10,143	10,143	-	-		-
Lazard Inv S Inv Fund	£20,048	22,346	-	-		-
Lazard Inv Inv S Fund	£10,79	10,113	-	-		-
Lazard Inv Inv S Fund	£10,79	10,113	-	-		-
Lazard Japan Fund	£5,46	4,521	-	-		-
Le Fonds Internationaux Charentais						
NAV July 15	£10.16	-	-	-		-
Liberty ALL-STAR World Equity Portfolio						
NAV July 8	£8.41	-	-	-		-
Lions Bank Gmb U/T Movers						

Lloyd's of London Motor U.S.	\$20,77	20,78	8.10	99%	93% Exch. 9pc 2002	95.2
Lloyd's of London Marine D&M	\$13.12	13.13	4.92			
Lloyd's of London Marine Yac.	725.49	725.50	4.67			
Lloyd's Trust Overseas	204.5	217.5	8.85			

Dealing weekly on Thursday		Over Fifteen Years	
Lloyds Bank Geneva Switzerland			
Lloyd Int'l. Dollar	\$101.99	112.30	125.51
Lloyd Int'l. Euro	107.50	115.00	102.95
Lloyd Int'l. Japanese Yen	108.30	111.00	104.50
Lloyd Int'l. Income	50.277.10	50.00	51.00
Lloyd Int'l. Mandates	122.45	129.45	103.45
Lloyd Int'l. Pacific	220.45	220.45	195.45
Lloyd Int'l. Smaller Cap	516.17	16.82	9.82
Lloyds Int'l. Money Market Fund Ltd			
Lloyd Instl. Fund Management Ltd			
Australian Dollar	A\$43.34	40.07	11.73
Canadian Dollar	C\$1.54	1.03	3.05
Eurozone	Euro21.513	10.22	5.21
US Dollars	US\$109.025	10.12	5.24
French Franc	FF1109.025	10.12	5.24
Japanese Yen	Y2649.025	10.50	3.22
New Zealand Dollar	NZ\$42.584	10.12	4.25
Sterling Curr.	SL1.576	10.22	7.58
Swiss Franc	SF125.773	10.04	2.23
US Dollars	US\$109.025	10.12	5.24
Managed Sharecap	SUS1.572	10.07	-
Managed USA	SUS1.573	10.04	-
Dealing every Wednesday			
Lorraine Intermediate Fund Managers Ltd			

MEH L.L.C.

		<u>Mid</u>	<u>Offer</u>	<u>+ or -</u>	<u>Yield</u>
		<u>Price</u>	<u>Price</u>		<u>Cost</u>
Markitex Int Asset Fd	\$22.975	12.972			
Markitex Int Bond Fund	10.735	11.528			
Markitex Int Grd Fd	20.625	23.422			
M & G (Cayman) Ltd					
Athletic Ex-July 12	\$14.04	14.94	0.00		
Australians Ex-July 13	\$8.60	7.29	-0.17	0.00	
Gold Ex-July 13	\$54.26	46.55	-0.32	-1.24	
(Access United)	\$76.34	60.36	-0.47	-1.26	
Oppenheimer Managed Assets Co					
European Managed	\$67.81	\$7	\$4.81	-0.34	
Global Income	\$25.25	\$25	\$0.00	-0.02	
International Managed	\$75.50	\$7.97	\$0.67	-0.65	
Pacific Managed	\$5.62	\$5	\$0.01	-0.01	

BRITISH FUNDS - Contd

Yield Int'l. & Fed.	1988			Stock	Price £	+ or - £	Int'l. 9.56	Yield %
	High	Low	Month					
130.51	121.21	Ench. 12pm '88-'89	13-17		125.5	-	9.56	9
Undated								
3	445.0	411.5	Comsol 4pc		427.50		9.13	
5.03	7.37	39.5	War Loan 3½pc		38.5		9.18	
9.52	10.04	52.5	Conv 3½pc 61 Aft		51.5		6.83	
1.42	10.22	50.5	Conv 3½pc 66 Aft		51.2		9.41	
9.54	10.07	28.5	Conv 3½pc		27.5		9.24	
3.09	6.75	26.5	Conv 3½pc		27.5		9.23	
0.46	10.08							
	8.02	10.11						

Index-Linked

	(5)	(1)
1.26	7.76	
2.58	10.04	
0.85	10.00	
2.04	10.08	
3.25	7.65	
0.46	9.66	
121.1 [117.3] <small>less 2x IL 20184.65</small>	121.5	0.67

FOREIGN BONDS & RATINGS

88		Stock	Price	+	Dr.	%
Low			\$	-	Gross	
33	Green 7pc As.		45		3.50	
33	Do. 6pc 28 Std Ass.		45		3	
33	Do 4pc Mixed Ass.		45		2.50	
33	Hung. 4pc Ass.		75		2.75	
12825	Hydro Quebec 15pc 2011.		150	+5	15.00	
116	Hydro Quebec 15pc 2016.		150		14.50	
95	Iceland 9 1/2pc 91-96.		75		7.50	

AMERICANS

Continued on next

Money Market Trust Funds

Gross Net

LONDON SHARE SERVICE

LEISURE - Contd.

Symbol	Name	Stock	Price
1000	Leisure V	Stock	1000
1001	Leisure Ind.	Stock	1001
1002	Leisure Ind. 2	Stock	1002
1003	Leisure Ind. 3	Stock	1003
1004	Leisure Ind. 4	Stock	1004
1005	Leisure Ind. 5	Stock	1005
1006	Leisure Ind. 6	Stock	1006
1007	Leisure Ind. 7	Stock	1007
1008	Leisure Ind. 8	Stock	1008
1009	Leisure Ind. 9	Stock	1009
1010	Leisure Ind. 10	Stock	1010
1011	Leisure Ind. 11	Stock	1011
1012	Leisure Ind. 12	Stock	1012
1013	Leisure Ind. 13	Stock	1013
1014	Leisure Ind. 14	Stock	1014
1015	Leisure Ind. 15	Stock	1015
1016	Leisure Ind. 16	Stock	1016
1017	Leisure Ind. 17	Stock	1017
1018	Leisure Ind. 18	Stock	1018
1019	Leisure Ind. 19	Stock	1019
1020	Leisure Ind. 20	Stock	1020
1021	Leisure Ind. 21	Stock	1021
1022	Leisure Ind. 22	Stock	1022
1023	Leisure Ind. 23	Stock	1023
1024	Leisure Ind. 24	Stock	1024
1025	Leisure Ind. 25	Stock	1025
1026	Leisure Ind. 26	Stock	1026
1027	Leisure Ind. 27	Stock	1027
1028	Leisure Ind. 28	Stock	1028
1029	Leisure Ind. 29	Stock	1029
1030	Leisure Ind. 30	Stock	1030
1031	Leisure Ind. 31	Stock	1031
1032	Leisure Ind. 32	Stock	1032
1033	Leisure Ind. 33	Stock	1033
1034	Leisure Ind. 34	Stock	1034
1035	Leisure Ind. 35	Stock	1035
1036	Leisure Ind. 36	Stock	1036
1037	Leisure Ind. 37	Stock	1037
1038	Leisure Ind. 38	Stock	1038
1039	Leisure Ind. 39	Stock	1039
1040	Leisure Ind. 40	Stock	1040
1041	Leisure Ind. 41	Stock	1041
1042	Leisure Ind. 42	Stock	1042
1043	Leisure Ind. 43	Stock	1043
1044	Leisure Ind. 44	Stock	1044
1045	Leisure Ind. 45	Stock	1045
1046	Leisure Ind. 46	Stock	1046
1047	Leisure Ind. 47	Stock	1047
1048	Leisure Ind. 48	Stock	1048
1049	Leisure Ind. 49	Stock	1049
1050	Leisure Ind. 50	Stock	1050
1051	Leisure Ind. 51	Stock	1051
1052	Leisure Ind. 52	Stock	1052
1053	Leisure Ind. 53	Stock	1053
1054	Leisure Ind. 54	Stock	1054
1055	Leisure Ind. 55	Stock	1055
1056	Leisure Ind. 56	Stock	1056
1057	Leisure Ind. 57	Stock	1057
1058	Leisure Ind. 58	Stock	1058
1059	Leisure Ind. 59	Stock	1059
1060	Leisure Ind. 60	Stock	1060
1061	Leisure Ind. 61	Stock	1061
1062	Leisure Ind. 62	Stock	1062
1063	Leisure Ind. 63	Stock	1063
1064	Leisure Ind. 64	Stock	1064
1065	Leisure Ind. 65	Stock	1065
1066	Leisure Ind. 66	Stock	1066
1067	Leisure Ind. 67	Stock	1067
1068	Leisure Ind. 68	Stock	1068
1069	Leisure Ind. 69	Stock	1069
1070	Leisure Ind. 70	Stock	1070
1071	Leisure Ind. 71	Stock	1071
1072	Leisure Ind. 72	Stock	1072
1073	Leisure Ind. 73	Stock	1073
1074	Leisure Ind. 74	Stock	1074
1075	Leisure Ind. 75	Stock	1075
1076	Leisure Ind. 76	Stock	1076
1077	Leisure Ind. 77	Stock	1077
1078	Leisure Ind. 78	Stock	1078
1079	Leisure Ind. 79	Stock	1079
1080	Leisure Ind. 80	Stock	1080
1081	Leisure Ind. 81	Stock	1081
1082	Leisure Ind. 82	Stock	1082
1083	Leisure Ind. 83	Stock	1083
1084	Leisure Ind. 84	Stock	1084
1085	Leisure Ind. 85	Stock	1085
1086	Leisure Ind. 86	Stock	1086
1087	Leisure Ind. 87	Stock	1087
1088	Leisure Ind. 88	Stock	1088
1089	Leisure Ind. 89	Stock	1089
1090	Leisure Ind. 90	Stock	1090
1091	Leisure Ind. 91	Stock	1091
1092	Leisure Ind. 92	Stock	1092
1093	Leisure Ind. 93	Stock	1093
1094	Leisure Ind. 94	Stock	1094
1095	Leisure Ind. 95	Stock	1095
1096	Leisure Ind. 96	Stock	1096
1097	Leisure Ind. 97	Stock	1097
1098	Leisure Ind. 98	Stock	1098
1099	Leisure Ind. 99	Stock	1099
1100	Leisure Ind. 100	Stock	1100
1101	Leisure Ind. 101	Stock	1101
1102	Leisure Ind. 102	Stock	1102
1103	Leisure Ind. 103	Stock	1103
1104	Leisure Ind. 104	Stock	1104
1105	Leisure Ind. 105	Stock	1105
1106	Leisure Ind. 106	Stock	1106
1107	Leisure Ind. 107	Stock	1107
1108	Leisure Ind. 108	Stock	1108
1109	Leisure Ind. 109	Stock	1109
1110	Leisure Ind. 110	Stock	1110
1111	Leisure Ind. 111	Stock	1111
1112	Leisure Ind. 112	Stock	1112
1113	Leisure Ind. 113	Stock	1113
1114	Leisure Ind. 114	Stock	1114
1115	Leisure Ind. 115	Stock	1115
1116	Leisure Ind. 116	Stock	1116
1117	Leisure Ind. 117	Stock	1117
1118	Leisure Ind. 118	Stock	1118
1119	Leisure Ind. 119	Stock	1119
1120	Leisure Ind. 120	Stock	1120
1121	Leisure Ind. 121	Stock	1121
1122	Leisure Ind. 122	Stock	1122
1123	Leisure Ind. 123	Stock	1123
1124	Leisure Ind. 124	Stock	1124
1125	Leisure Ind. 125	Stock	1125
1126	Leisure Ind. 126	Stock	1126
1127	Leisure Ind. 127	Stock	1127
1128	Leisure Ind. 128	Stock	1128
1129	Leisure Ind. 129	Stock	1129
1130	Leisure Ind. 130	Stock	1130
1131	Leisure Ind. 131	Stock	1131
1132	Leisure Ind. 132	Stock	1132
1133	Leisure Ind. 133	Stock	1133
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1146	Leisure Ind. 146	Stock	1146
1147	Leisure Ind. 147	Stock	1147
1148	Leisure Ind. 148	Stock	1148
1149	Leisure Ind. 149	Stock	1149
1150	Leisure Ind. 150	Stock	1150
1151	Leisure Ind. 151	Stock	1151
1152	Leisure Ind. 152	Stock	1152
1153	Leisure Ind. 153	Stock	1153
1154	Leisure Ind. 154	Stock	1154
1155	Leisure Ind. 155	Stock	1155
1156	Leisure Ind. 156	Stock	1156
1157	Leisure Ind. 157	Stock	1157
1158	Leisure Ind. 158	Stock	1158
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1161	Leisure Ind. 161	Stock	1161
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1172	Leisure Ind. 172	Stock	1172
1173	Leisure Ind. 173	Stock	1173
1174	Leisure Ind. 174	Stock	1174
1175	Leisure Ind. 175	Stock	1175
1176	Leisure Ind. 176	Stock	1176
1177	Leisure Ind. 177	Stock	1177
1178	Leisure Ind. 178	Stock	1178
1179	Leisure Ind. 179	Stock	1179
1180	Leisure Ind. 180	Stock	1180
1181	Leisure Ind. 181	Stock	1181
1182	Leisure Ind. 182	Stock	11

LONDON STOCK EXCHANGE

Speculative activity spurs recovery in equities while Gilts continue sluggish

Account Dealing Dates	
Option	Deals
Deals	Deals
Jul 4	Jul 14
Jul 19	Jul 28
Aug 1	Aug 11
Aug 1	Aug 12
Aug 22	

More than 100 deals may take place from 9.00 am business days earlier.

LONDON'S EQUITY market made a determined recovery yesterday spurred on in late dealings by recurrent rumours of a possible "dawn raid" this morning on Morgan Grenfell, the merchant bank. The rally made an early start when the market opened without any sign of a rumoured sell programme from a leading US house.

Progress was slow, however, and dealers reported little genuine investment business in the first half of the session. Later, however, a small buy programme from a UK market maker was joined by significant, albeit selective, support for the lending stocks from Salomon Brothers, which said it was also active in the ADR market.

Equities were featured towards the close by widespread speculative demand in the financial and food sectors. The latter, endorsed by Fielder Wicks, the Australian shareholder, is considering bidding for Rank Hovis McDougall.

The FTSE 100 Index closed with a flourish at the day's best level, with a gain of 12.8 to 1571.3. Share turnover of £30.8m shares was boosted sharply in the final hour of trading, indicating the weight of speculative interest.

London also responded favourably to the early firmness on Wall Street, and to the first reports of the Congressional appearance by Dr Alan Greenspan, chairman of the US Federal Reserve Board.

London securities houses are currently advising clients on the outlook for the third quarter of the year. County NatWest Wood-Mac said yesterday: "We are now prepared to make some commitment of cash under bonds and equities." For UK equities, the firm predicts an overall return of about 14 per cent in the year to June 1989.

There was little movement in the Gilt-edged sector, however, as traders awaited the batch of important economic data due over the next two days. This morning brings the latest statistics on UK wages, unemployment and industrial production, and tomorrow the announcement of the US trade figures for May.

UK markets are nervous ahead of the US trade news, although securities houses have held their forecasts unchanged at around the \$11bn deficit mark.

The blue chips benefited from a steadier performance from the oil share sector as crude prices looked a shade better. However,

investment support continued to focus on the down-stream industry members where costs will benefit from lower oil prices. Some uncertainty continues to overhang BP and Shell, perceived as vulnerable to sliding oil prices - some US sources have projected a fall in oil prices to \$12 a barrel.

There was little joy in the Government bond market, which suffered its quietest day, "for a long, long time", to quote one trader. Prices showed very little change from overnight levels, although the short-dated issues recovered fractionally from the downward flick at the close of the previous day.

Index-linked (IL) bonds gave back 1% or so as the market waited to see whether the authorities will bring in a new tap stock.

The IL sector was particularly nervous ahead of today's UK statistics which will give the latest trends in domestic inflation.

Shares in Morgan Grenfell, the merchant bank, spiralled upwards during the day after closing at 20 higher at 315p, having touched 310p at one point.

The buying interest was sparked by the RHM news which sparked off widespread speculative demand in the financial and food sectors. The latter, endorsed by Fielder Wicks, the Australian shareholder, is considering bidding for Rank Hovis McDougall.

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excitement.

Suggestions that Sir Ron Brierley has already bought the Goodman stake and is intending to make a bid continued to pre-occupy some dealers, who still expected an announcement today.

Dixons shares moved up 7 to 10p on a day when the company announced pre-tax profits for 1987 of £103.1m, barely 2% up on the previous year. Although the figures were a touch below analysts' forecasts, dealers had already incorporated their disappointment into the price, and the market now regards the outcome for the company as positive.

Mr Nick Bubb, store analyst at Morgan Stanley, described Dixons as "a classic recovery stock" and predicted pre-tax profits for 1988 of £120m. One senior market-maker believes that Dixons is now over the worst and faces a brighter future. "Either a bid will come in, or they will continue to improve," he said.

Sears jumped 9 to 12p on turnover of 13m after rumours swept the market that the Al Fayed brothers had sold their crucial 10 per cent stake. Two possible buyers were mentioned; Australian retailers Coles Myer, and Woodwards, a Vancouver-based department store conglomerate.

Sears has been regarded as the stores sector's most likely bid stock for some time, with much of the speculation centred around

the Al Fayed holding. Of the two names linked to the stake, dealers yesterday favoured the Australian connection.

BICC, a strong performer in recent days, leapt to 350p before closing a net 7 higher at 345p after turnover of 1.8m. Citicorp Scrimgeour Vickers led the latest bout of buying interest in the shares after analysis Judy Stewart published a major "buy" note on Tuesday.

Citcorp highlights the asset valuation of the group's overseas subsidiaries, its land reserves and its interest in the Channel Tunnel and comes up with an asset value "nearer 450p" a share to 350p.

Ulster were the outstanding performer in the sector, surging 13 to 30p on turnover of 5.2m. Buying demand was triggered by a large placing of shares by Kleinwort Grivens which sprouted 9 to 12p.

Clearing banks were again highlighted by Barclays which rose 6 to 420p, mirroring the stabled interest shown by the recent series of "buy" notes.

Sun Life hit the prominence

as stories circulated that South African insurance group Liberty Life has sold its 25 per cent plus stake in the group and that a bid is imminent.

Insurance brokers featured

Wedgwood which jumped 5 to 240p

after a "buy on weakness" recommendation from BZW.

In a Stores sector buoyed

mainly by 5.2m shares a market

rise of 10.2% to 120p.

International stocks had another quiet day, with dealers reporting few highlights. Sentiment improved after Tuesday's losses and most leaders registered quiet gains. ICI put on 7% to 110p, while Glaxo rose 6 to 320p after dipping over the £10 level.

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Closing prices July 17

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Continued on Page 3

AMERICA

Dividend strategies boost trade in uncertain session

Wall Street

EQUITIES rose modestly yesterday, continuing to vacillate with no overall trend, writes *Jane Bush* in New York.

So far this year, the stock market has changed direction on each successive day, rising on Monday, falling on Tuesday and gaining ground again yesterday, leaving the market little changed.

The Dow Jones Industrial Average closed on Friday at 2,105.15. The index closed yesterday 11.73 points higher at 2,104.37. Volume was active with 219m shares being traded, a total boosted by dividend-capture strategies.

US Treasury bonds had a mixed and rather volatile day. By mid-session, prices had been quoted as much as 1% point higher. By late trading, short-dated maturities had held onto gains of as much as 1% point but there was significant slippage at the long end of the yield curve. The Treasury's benchmark long bond was quoted nearly 1% point lower for yield at 9.184 per cent compared with Friday's closing yield of 9.1 per cent.

There seemed to have been some confusion in the response of markets to the testimony by Mr Alan Greenspan, Federal Reserve Board chairman, before the Senate Banking Committee.

The testimony contained no one clear point of view. As expect-

ted, Mr Greenspan focused on the need to contain inflationary pressures. He said: "Considering the already limited slack in available labour and capital resources, a leveling of the unemployment and capacity utilisation rates is essential if more intense inflationary pressures are to be avoided in the period ahead."

That suggested the Fed would make further moves to slow down economic growth and Mr Greenspan stated that Fed policy "might well be advised to err more on the side of restrictive rather than of stimulus." The Senate Banking Committee interpreted this as pointing to higher interest rates.

However, at the same time, Mr Greenspan said that tightening moves already undertaken by the Fed had set the stage for containing inflation. These remarks were taken somewhat negatively by some bond market participants.

Once the hush of Mr Greenspan's testimony had passed, markets turned to thinking about Friday's release of a number of major economic indicators, including May merchandise trade figures and June industrial production and producer prices.

Yesterday saw the release of several corporate results. CBS, the television and radio network, fell 5% to \$157.75, reversing an early gain. It announced net earnings from continuing operations in the second quarter of \$5.01 a share compared with

\$2.95 a year earlier.

Two paper companies reported results yesterday. Georgia-Pacific slipped 5% to \$40 after news of a net income of \$1.21 a share in the second quarter compared with \$1.35 a year earlier, income which had included a special gain of 34 cents a share from the sale of its remaining interest in Georgia Gulf Corp. Mead Corp added 5% to \$36.75 on news of net earnings in its second quarter of \$1.21 a share compared with 82 cents a year earlier.

Bear Stearns slipped 5% to \$12.00 on news that the company has filed for an offering by certain selling shareholders of 3m shares.

Dow Chemical added 5% to \$87.75 after the company's announcement of a 10 cents increase in its quarterly dividend to 70 cents a share.

Unisys dropped 5% to \$34.75.

The company, which has been named in connection with the Pentagon procurement scandal, could face criminal charges for allegedly overcharging the US Army.

Canada

SHARE prices in Toronto, led by gold issues, closed slightly higher in mixed trading.

The composite index, which had fallen about 11 points in earlier trading, gained 2.2 to 3419.8. Declines led advances by 406 to 327 on turnover of 18.7m shares.

EUROPE

Bargain-hunters provide light relief in thin volume

London

BARGAIN-HUNTING helped to lift share prices off their lows in leading European bourses yesterday, but most finished easier and turnover remained depressed by the wait for tomorrow's US trade figures, writes *Our Markets Staff*.

FRANKFURT encountered further selling pressure as investors used the weakness on Wall Street and a slight easing in the dollar to take profits. The belief that interest rates are set to rise further also weighed on sentiment. But there was some bargain-hunting at lower levels.

The FAZ index at mid-session was down 5.55 at 482.30, while the DAX index ended 11.74 lower at 1,172.60. Volume edged down further to DM2.73m worth of West German shares from DM2.72m on Tuesday.

The dollar's easier tone hit car stocks, with Daimler falling DM12.50 to DM70.10 after sharp gains last week and at the start of this week. The dollar was fixed at DM1.8402 from DM1.8409 on Tuesday amid further Bundesbank selling of the US currency.

The banks were also easier, although some analysts believe they should benefit from a further rise in interest rates as the growth in economic investment leads to greater borrowing.

Among retailers, Asko, a relatively illiquid stock, rose a further DM10 to DM834 before its annual press conference, which was later reported sharply higher annual group profits.

Sonds edged lower, with the yield on 6% per cent 1988 federal bond ending 6.710 per cent from 6.705 per cent.

PARIS had another quiet day overall with many traders taking an early long weekend before today's Bastille Day holiday. Shares closed lower, with the EFX 50 index off 4.63 at 351.60.

Pernod moved into the lime-light, dropping FF157, or 5.4 per cent, to FF397 after a Paris appeal court ruled that Coca-Cola of the US was not obliged to renew its production and distribution contract with the French drinks group.

The decision, reversing an earlier ruling by a commercial court, put into question Pernod's strategy for future growth, which had rested on the soft drinks side, said one analyst. Volume was high in Pernod, with 86,400 shares changing hands.

LVMH still active with 57,400 shares dealt, added a further FF158 to FF1,570 as a bit of speculative interest remained in the luxury goods group. Financière Agache, which with Guiness of the UK is taking a 24 per cent stake in LVMH, has said it wants to boost its holding to a blocking minority of about 30 per cent, and the market is still unclear about the group's future.

Carmaker Peugeot, which said it expected record production this year but warned that the next two years would be more difficult because of overall market conditions, fell FF134 to FF1,221.

ALAN ended marginally higher, in low volume, with considerably interest from the fund group, notably from abroad.

The market is awaiting the US trade figures and news of government plans to tackle the budget deficit. Mr Giuliano Amato, the Treasury Minister, said rapid action was needed to cut the defi-

FT - ACTUARIES WORLD INDICES

Jointly compiled by the Financial Times, Goldman, Sachs & Co., and Wood Mackenzie & Co. Ltd., in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	WEDNESDAY JULY 13 1988				TUESDAY JULY 12 1988				DOLLAR INDEX		
	US Dollar Index	Day's Change %	Pound Sterling Index	Local Currency Yield	Gross Div. Yield	US Dollar	Pound Sterling Index	Local Currency Index	1988 High	1988 Low	Year ago (approx.)
Australia (69)	146.52	-0.3	128.46	122.30	3.64	146.05	127.71	122.59	150.35	91.16	144.99
Austria (16)	98.10	-0.6	75.49	62.67	2.51	98.64	75.76	82.77	98.18	83.72	92.22
Belgium (12)	127.00	-0.1	102.00	101.40	3.03	127.00	101.80	101.80	127.00	101.80	126.80
Canada (129)	126.71	-0.1	111.09	110.92	3.03	126.52	110.63	110.62	126.91	107.06	127.68
Denmark (26)	126.22	-1.7	110.67	120.77	2.40	128.45	112.32	122.24	132.72	111.42	115.86
Finland (26)	128.70	-0.4	112.94	118.22	1.45	128.16	112.06	117.59	139.53	106.78	120.49
France (129)	122.10	-2.0	82.43	90.98	2.57	95.00	83.07	92.32	99.62	72.77	110.49
Germany (100)	125.20	-0.5	113.13	72.94	2.28	125.70	71.70	71.70	126.50	67.95	125.50
Hong Kong (46)	117.07	-0.7	97.38	111.48	4.11	116.96	97.81	112.27	111.86	84.50	130.23
Ireland (18)	136.26	-0.2	119.47	132.23	3.59	136.47	119.33	131.86	141.50	104.60	145.41
Italy (102)	70.30	-0.4	61.64	71.82	2.80	70.59	61.72	71.80	81.74	62.99	93.00
Japan (16)	164.74	-0.1	129.00	128.00	3.00	164.75	128.50	128.50	177.20	128.50	164.90
Korea (65)	116.11	-0.2	130.72	150.69	3.44	149.41	130.62	130.62	149.50	118.48	151.80
Mexico (13)	141.64	-1.5	141.72	404.09	1.35	147.53	146.80	148.28	148.28	90.07	265.58
Netherlands (38)	103.22	-0.7	90.50	98.13	4.71	103.97	90.91	90.91	110.66	92.25	126.56
New Zealand (81)	80.17	+0.4	70.29	62.93	5.67	79.83	69.80	62.79	84.00	64.42	102.32
Norway (25)	118.48	-0.5	103.88	107.91	2.90	118.88	103.95	107.92	122.23	96.25	110.00
Sweden (60)	104.20	-0.3	102.90	118.00	4.48	102.90	102.77	118.48	117.95	77.77	117.77
Spain (43)	125.22	-1.4	98.21	92.21	4.42	125.20	98.21	98.21	125.07	92.21	124.97
Sweden (60)	125.22	-1.4	98.21	92.21	4.42	125.20	98.21	98.21	125.07	92.21	124.97
Sweden (35)	149.97	-0.5	131.49	139.01	3.20	150.80	131.86	131.86	144.47	130.73	129.09
Sweden (35)	117.33	-1.0	102.87	110.25	2.59	118.51	103.83	111.81	121.50	96.92	120.46
Switzerland (25)	79.56	-1.2	69.75	75.54	2.27	80.55	70.43	76.01	86.75	75.60	100.18
United Kingdom (325)	131.89	-0.4	115.63	115.63	4.32	131.34	114.85	114.85	141.10	123.09	131.18
USA (583)	109.91	-0.4	96.36	109.91	3.56	109.44	92.70	109.44	112.47	99.19	126.75
Europe (104)	105.26	-0.5	92.29	97.21	3.70	105.75	92.47	97.30	110.82	97.01	127.89
Pacific Basin (674)	161.41	-0.6	141.32	134.15	3.71	162.41	142.01	134.72	172.26	130.81	134.91
Euro-Pacific (158)	104.96	-0.6	121.84	128.62	1.63	129.76	122.21	121.01	147.53	120.36	132.55
North America (114)	114.01	-0.4	111.16	111.16	1.51	111.16	111.16	111.16	111.16	111.16	111.16
Europe Ex. UK (689)	88.72	-1.2	77.79	85.72	3.16	89.63	76.25	86.25	92.59	80.27	107.04
World Ex. Japan (216)	126.78	-0.0	111.16	112.79	3.79	126.51	110.88	111.16	126.15	87.51	137.63
World Ex. US (1890)	136.										